E. C. No. 867

ESTIMATES COMMITTEE
(1977-78)

(SIXTH LOK SABHA)

SEVENTH REPORT

MINISTRY OF HOME AFFAIRS
DEPARTMENT OF PERSONNEL & ADMINISTRATIVE REFORMS

Action taken by Government on the recommendations contained in the Eighty-ninth Report of the Estimates Committee (Fifth Lok Sabha) on the Cabinet Secretariat—Department of Personnel and Administrative Reforms—Recruitment, Training and Orientation of All India Services.

(Presented in Lok Sabha on 23rd December, 1977)

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NEW DELHI

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ESTIMATES COMMITTEE

(1977-78)

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Shri Satyendra Narayan Sinha.

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2. Shri V. Arunachalam
3. Shri Yashwant Borole
4. *Shri Dalip Chakravarty
5. *Shri K. S. Chavda
6. Shri K. Gopal
7. Smt. Mrinal Gore
8. Smt. V. Jeyalakshmi
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11. Shri Krishan Kant
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22. Dr. Saradish Roy
23. Shri N. K. Shejwalkar

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27. Shri K. P. Unnikrishnan
28. Shri Shankersinhji Vaghela
29. *Shri Vinayak Prasad Yadav
30. *Shri Roop Nath Singh Yadav.

SECRETARIAT

Shri B. K. Mukherjee—*Joint Secretary.*
Shri K. S. Bhalla—*Chief Financial Committee Officer*
Shri A. N. Bhatla—*Senior Financial Committee Officer.*

*Elected w.e.f. 30-11-1977 *vice* Shri Samar Guha resigned and Shrimati Renuka Devi Barkataki, Sharvashri S. Kundu, Janeswar Mishra, Fazlur Rehman and Sher Singh ceased to be members on their appointment as Ministers of State.

STUDY GROUP 'G'

ESTIMATES COMMITTEE

(1977-78)

1. Shri Satyendra Narayan Sinha—*Chairman.*
2. Shri Mukhtiar Singh Malik—*Convener.*
3. Smt. Mrinal Gore
4. Shri Krishan Kant
5. Shri Mohd. Shafi Qureshi
6. Shri Annasaheb P. Shinde
7. Shri K. P. Unnikrishnan.

INTRODUCTION

I, the Chairman of the Estimates Committee having been authorised by the Committee to submit the Report on their behalf, present this Seventh Report on action taken by Government on the recommendations contained in the Eighty-ninth Report of the Estimates Committee (Fifth Lok Sabha) on the Cabinet Secretariat—Department of Personnel and Administrative Reforms.

2. The Eighty-ninth Report was presented to Lok Sabha on 5 February, 1976. Government furnished their replies indicating action taken on the recommendations contained in their report during August, 1976—April, 1977. Further information called for by the Committee was furnished by Government during March—December, 1977. The replies were examined by the Study Group 'G' of Estimates Committee (1977-78) at their sitting held on 28 and 29 October, 1977. The draft report was adopted by the Estimates Committee (1977-78) on 30 November, 1977.

3. The Report has been divided into the following Chapters:—

I. Report.

II. Recommendations|observations which have been accepted by Government.

III. Recommendations|observations which the Committee do not desire to pursue in view of the Government's replies.

IV. Recommendations|observations in respect of which replies of Government have not been accepted by the Committee.

V. Recommendations|observations in respect of which final replies of Government are still awaited.

4. An analysis of the action taken by Government on the recommendations contained in the Eighty-ninth Report of the Estimates Committee (Fifth Lok Sabha) is given in Appendix XVIII. It would be observed therefrom that out of 119 recommendations

made in the report, 68 recommendations *i.e.*, 57.2 per cent have been accepted by Government. The Committee do not desire to pursue 15 recommendations *i.e.* 12.6 per cent in view of the Government's replies. Replies of Government have not been accepted by the Committee in respect of 6 recommendations *i.e.* 5 per cent. Final replies of the Government in respect of 30 recommendations i.e. 25.2 per cent are still awaited.

NEW DELHI;
December 22, 1977.
Pausa 1, 1899 (*Saka*).

SATYENDRA NARAYAN SINHA,
Chairman,
Estimates Committee.

CHAPTER I

REPORT

1.1. This Report of the Committee deals with the action taken by Government on the recommendations contained in their 89th Report (Fifth Lok Sabha) on the Cabinet Secretariat—Department of Personnel and Administrative Reforms—Recruitment, Training and Orientation of All India Services which was presented to the House on the 5 February, 1976.

1.2. Action taken notes were received from the Department in respect of 118 out of 119 recommendations contained in the Report.

1.3. The action taken notes on the recommendations|observations contained in the Report have been categorised as follows:--

1. Recommendations/observations which have been accepted by Government:—

S. Nos. 2, 4, 5, 10, 14, 17, 26, 27, 30, 40, 41, 42, 48, 52, 53, 54, 55, 56, 57, 59, 60, 61, 62, 63, 64, 66, 67, 68, 69, 70, 71, 73, 74, 76, 77, 78, 79, 80, 81, 83, 84, 85, 86, 88, 89, 90, 91, 92, 93, 94, 96, 97, 98, 99, 100, 101, 102, 103, 104, 106, 108, 109, 111, 114, 115, 117, and 118.

(Total 68)—Chapter II

II. Recommendations|observations which the Committee do not desire to pursue in view of the Government's replies.

S. Nos. 1, 6, 12, 18, 21, 43, 51, 72, 75, 87, 95, 107, 110, 113, 116.

(Total 15)—Chapter III

III. Recommendations|observations in respect of which Government's replies have not been accepted by the Committee.

S. Nos. 16, 47, 50, 65, 105 and 119.

(Total 6)—Chapter IV.

IV. Recommendations|observations in respect of which final replies of Government are still awaited.

S. Nos. 3, 7, 8, 9, 11, 13, 15, 19, 20, 22, 23, 24, 25, 28, 29, 31, 32, 33, 34, 35, 36, 37, 38, 39, 44, 45, 46, 49, 82 and 112.

(Total 30)—Chapter V

1.4. The Committee will now deal with the action taken by Government on some of these recommendations|observations.

OPENING OF MODEL SHOOL|COLLEGE IN EVERY STATE

Recommendation No. 16 (Para 1.54)

1.5. The Committee in their 89th Report (1975-76) had suggested that there should be at least one model Higher Secondary School in every district and one or more model Colleges in every State which might provide the necessary facilities and atmosphere for development of excellence in the students and equip them to compete successfully in the All India Services.

1.6. In reply, the Department of Personnel and Administrative Reforms have stated that education being a State subject as per list II in the Seventh Schedule to the Constitution, the aforesaid suggestion of the Estimates Committee has been referred to the State Governments for consideration.

1.7. The Committee would like to reiterate their earlier recommendation and stress that as the question of opening of Model Higher Secondary School in every district and one or more Colleges in every State is a wide policy matter affecting all the States, Government should earnestly take up this matter with all States and persuade them to implement this recommendation.

Interview for Personality Test:

Recommendation No. 47 (Para 4.38)

1.8. The Committee noted that the interviews for personality test were generally conducted in English and replies were also expected in English. The Committee had pointed out that the medium of instruction in the colleges and universities in a number of States was Hindi/Regional languages. They felt that to enable condidates from such colleges and universities to express themselves fully and to put in their best in the interviews, the Interview Board might give them opportunity to express themselves, if necessary, in Hindi/ Regional languages.

1.9. The Department have stated in reply that the recommendation has been considered in consultation with the Union Public Service Commission. The object of the Personality Test is to assess

the candidate's suitability for the Service or Services for which he applies. In the interview, no special consideration is given to fluency in English and assessment is made mainly on the thought content and quality of mind of the candidate. Where necessary, the Personality Test Board allows candidates to express their views in their regional langauge."

1.10. The Committee are informed that in the interviews held to assess the candidates' suitability no special consideration is given to fluency in English and the assessment is made mainly on the thought content and quality of mind of the candidate. They are also informed that where necessary, Personality Test Board allows candidates to express their views in regional languages. The Committee feel this fact should be made known to the candidates well in advance so that at the time of interview they have no hesitation in speaking in Hindi|regional language should they so desire, so as to be able to express themselves fully and present their best performance.

NOMINATION OF MEMBERS OF U.P.S.C. AND NOMINEE OF THE GOVERNMENT OF INDIA ON THE STATE SELECTION COMMITTEE

Recommendation No. 50 (Para 5.10)

1.11. The Committee considered that to make the selections to the IAS and IPS from among the State Civil Service Officers more objectively, it would be desirable if the Member of the U.P.S.C. and the nominee of the Governmnnt of India on the State Selection Committee did not belong to that Service or Cadre. They would like that this aspect might be kept specially in view while constituting the Selection Committee.

1.12. In reply, the Department have stated that "the Government have considered the recommendation in consultation with the Union Public Service Commission. With regard to the nominee of the Central Government on the Selection Committee meetings, a convention is already being followed to the effect that an officer who is nominated by the Central Government does not belong to the Cadre or the State for which the Selection Committee is constituted. It is only in very rare cases, when an Officer who does not belong to the State or the Cadre is not available to represent the Central Government on the Selection Committee for the State Cadre concerned, that a departure from the above convention is made.

1.13. With regard to the Chairman or Members of Union Public Service Commission who preside over such meetings, the position is that as a matter of convention, the Chairman or the Member of the Commission does not preside over or in any other manner participate in meetings of Selection Committees or interview Boards where there are candidates with whom he is related or is otherwise interested. The Commission have further stated that the Chairman and the Members of the Commission are expected to and actually discharge their constitutional functions with the greatest objectivity and impartiality irrespective of whether or not the officers whose cases are under consideration hail from the States to which they belong. The Commission feel, therefore, that it would not be correct to place the Chairman or Members of the Commission on the same footing as the nominee of the Central Government.

1.14. The Committee are informed that so far as the nominee of the Central Government on the State Selection Committee is concerned, as a matter of convention, an officer who is nominated by the Central Government does not belong to the cadre or the State for which the Selection Committee is constituted except in rare cases where such an officer may not be available.

1.15. As regard the nominee of the UPSC, "as a matter of convention, the Chairman or the Member of the Commission does not preside over or in any other manner participate in meetings of Selection Committees or Interview Boards where there are candidates with whom he is related or is otherwise interested. The Commission have stated that the Chairman and Members of the Commission discharge their constitutional functions with greatest objectivity and impartiality irrespective of whether or not the officers whose cases are under consideration, hail from the States to which they belong." It has been further stated that "the Commission feel that it would not be correct to place the Chairman or Members of the Commission on the same footing as the nominee of the Central Government."

1.16. The Committee would however like to reiterate the view expressed in their earlier recommndation that it would be desirable if the Member of the UPSC and the nominee of the Government of India on the State Selection Committees set up to make selection for IAS and IPS from State civil services do not belong to that service or cadre.

CONFERENCE OF HEADS OF CENTRAL TRAINING INSTITUTIONS

Recommendation No. 65 (Para 6.57)

1.17. The Committee had recommended that the Conference of the Heads of Central Training Institutions convened for exchange of views on training of Civil servants should be expanded to include eminent educationists and experts in Public Administration and this body should be formally charged with the responsibility of keeping the syllabus of the Foundational Course for the probationers under continuous review so as to effect necessary improvements and changes without loss of time.

1.18. The Department have in their reply stated that "the Conference as at present constituted has as its members besides Heads of Central Training Institutions, Heads of such premier Management Intitutes in the country as the Administrative Staff College of India, Hyderabad, Institute of Management, Hyderabad, National Institute of Community Development, Hyderabad, etc. who are associated in the Foundational Training. Since the Conference operates informally, it is in a position to invite for its meeting any eminent educationist and expert in public Administration whenever necessary. The Conference has already decided to meet twice a year, and besides consideration of other matters, will be keeping the syllabus of the Foundational Course under review. Government feel that the present constitution and working of the Conference is conducive to operational flexibility and effectiveness and there is no need to formalise its working."

1.19. In a subsequent note (December, 1977) the Ministry have intimated that the following eminent educationists and experts, were invited to the Conference of Central Training Institutions during the last two years:—

1. Shri M. Zaheer, NICD.
2. Shri M. V. Desai, IIMC.
3. Shri P. B. Desai, IEG.
4. Shri Despande, FRI.
5. Shri N. Rangarajan, ISTM.
6. Doctor D. Sinha, ASCI.
7. Shri A. P. Saxena, IIPA.
8. Shri N. K. Anantha Rao, SCFA.
9. Shri R. N. Haldipur, IIPA.

10. Shri K. K. Singh, ASCI.
11. Shri V. Ramakrishnan, ASCI.
12. Shri J. Philip, SCOPE.
13. Shri S. Sambrani, IIMA.

1.20. The Committee do not agree to the view expressed by the Department that "there is no need to formalise," the working of the Conference of the Heads at Central Training Institutions which, it is stated is convened twice a year for exchange of views on training of civil servants at the Mussoorie Academy.

1.21. They find that in the case of the National Police Academy, the Ministry of Home Affairs have formally constituted a Board with specific terms of reference and this Board is required to undertake an annual stock-taking of the work of Academy and make recommendations for improving the training of IPS Officers.

1.22. The Committee feel that it would make a better and more regular functioning of the Conference of Heads of Central Training Institutions if its constitution and functions are also formalised. They would, therefore, like to reiterate their earlier recommedation.

TRAINING ABROAD OF POLICE OFFICERS AND FOREST OFFICERS

Recommendation Nos. 105 and 119 (Paras 7.38 and 8.44)

1.23. The Committee recommended that the Ministry of Home Affairs should draw up a regular programme of training of police officers abroad in forward looking courses of relevance to Indian conditions and in fields where training facilities did not exist, or were inadequate, in this country. After training from abroad, the police officers should be required to spend a spell of time at the National Policy Academy where their newly acquired knowledge and experience should be utilised for training of other officers.

(Recommendation No. 105).

1.24. The Committee also made a similar recommendation in the case of Forest Officers for implementation by the Ministry of Agriculture.

(Recommendation No. 119).

1.25. The Department have in their reply stated that "the Government have accepted the recommendation regarding drawing up

a regular programme of training of police officers abroad in forward looking courses of relevance to Indian conditions and in fields where training facilities do not exist, or are inadequate in this country. It may be mentioned that no training course abroad is organised at the cost of the Government of India as such. The Government normally avail of the training facilities and grants made available under the Colombo Plan. A list of courses for which police officers were sent abroad during the last 4—5 years is enclosed (Appendix XVI). This broadly covers all requirements for the training of IPS officers.

1.26. The second part of the recommendation that after training from abroad the police officers should be required to spend a spell of time at the National Police Academy is not practicable and so the Government are unable to accept the same. The officers deputed to a course abroad are not merely from Central Police Organisations but also from the States and deputation of an officer to the National Police Academy would require their concurrence. Besides, the number of sanctioned posts in the National Police Academy are limited, and it may not be advisable to dislodge an officer on the strength of the N.P.A. with a view to accommodating an officer who has returned from training abroad."

1.27. As regards Forest Officers also, the Department have stated that "Officers are being trained under various bilateral/international agreements as and when opportunity occurs. Much of the expertise thus acquired is of direct benefit to the States, except perhaps in highly specialised fields like remote sensing etc. It is neither necessary nor feasible to require all of them to spend a spell of time either at Indian Forest College or at the Forest Research Institute and College, Dehra Dun."

1.28. The Study Group 'G' of the Estimates Committee (1977-78) desired to be furnished with the directive in regard to the training of Police Officers and Forest Officers and their posting back to the State/Institutions.

1.29. The Ministry of Agriculture in the O.M. dated 19th December, 1977 inter alia stated the position thus:—

> "....this Department is concerned with Recommendation No. 119 only. In our reply thereto, it was mentioned that officers are being trained under various bilateral agreements as and when opportunity occurs and that it was

neither necessary nor feasible to require all such officers to spend a spell of time, at the FRI & Colleges, Dehra Dun or Indian Forest College, Dehra Dun. In view of this, it was not considered necessary to issue directives regarding training of officers abroad and their posting back to the States/Institutions."

1.30. The Committee are not able to appreciate the view expressed by the Department that it is "not practicable" for the police officers and "neither necessary nor feasible" for the Forest Officers returning from abroad after training to spend a spell of time at the National Police Academy/Indian Forest College where the newly acquired knowledge and experience could be utilised for training of other Officers.

1.31. The Committee feel that it is not necessary to sanction additional posts in the Academy|Indian Forest College on a regular basis for this purpose. What is desired is that the foreign trained officers should be required to give the benefit of their experience and knowledge gained from abroad to the trainees in the Academy/Indian Forest College in a series of lectures. The Committee would therefore, like to reiterate their earlier recommendation and urge that to start with, on a selective basis, a programme of training by foreign trained Police|Forest Officers may be drawn up in consultation with the Director of the Academy|Indian Forest College etc., and the States concerned, without any disruption of the existing arrangements at the institutes.

IMPLEMENTATION OF RECOMMENDATIONS

1.32. The Committee would like to emphasise that they attach the greatest importance to the implementation of the recommendations which have been accepted by Government. They would, therefore, urge that Government should keep a close watch so as to ensure expeditious implementation of the recommendations accepted by them. In cases where it is not possible to implement the recommendation in letter and spirit for any reason, the matter should be reported to the Committee in time with reasons for non-implementation.

1.33. The Committee would also like to draw attention to their comments made in respect of replies of Government to the recommendations at S. Nos. 57, 76, 89 to 92 (Chapter II) and desire that Government should take action in pursuance thereof and also furnish the requisite information to the Committee, where specifically called for.

1.34. The Committee also desire that action on the recommendations mentioned in Chapter V may be finalised and final replies of the Government thereto furnished to the Committee expeditiously.

1.35. The Committee find that the decision on the question of declaring the Forest Research Instiute and Colleges as an Institute of National importance referred to in recommendation No. 112 (Chapter V) has been pending since 1963. They would like that a conclusive decision should be taken in the matter without delay and communicated to the Committee.

CHAPTER II

RECOMMENDATIONS/OBSERVATIONS WHICH HAVE BEEN ACCEPTED BY GOVERNMENT

Recommendation No. 2 (Para No. 1.17)

The Committee would like Government to initiate vigorous steps to resolve the problems relating to Indian Forest Service and finalise and announce the initial constitution of the Service in the next six months so as to end the present state of un-certainty and instability.

Reply of the Government

The initial constitution to the various Cadres of the Indian Forest Service was completed in March, 1974. However, individual cases of hardship of the State Forest Service officers continued to be considered as their representations against adverse entries in their character rolls were pending before the State Governments at the time of the meeting of the Special Selection Board. The cases of the State Forest Service officers who satisfied any one of the following criteria were considered by the Special Selection Board and the Union Public Service Commission and appropriate decisions were taken:

(i) If a representation made by an officer against adverse entries in his character rolls was pending consideration before the State Government concerned at the time of meeting of the Special Selection Board and orders were issued by the State Government to expunge adverse entries, after the meeting of the Board;

(ii) If adverse remarks in the character rolls of an officer had not earlier been communicated to him, but the State Government subsequently communicated those remarks to the concerned officer after the meeting of the Board and had expunged certain adverse remarks; and

(iii) If certain adverse entries had actually been expunged by the State Government but the expunction was not carried out in the original character rolls of the officer.

2. The Government have carefully considered the above recommendation of the Committee and have decided, in consultation with the Union Public Service Commission, not to entertain any further proposals from the State Governments for the reconsideration of cases of such of the State Forest Service officers, who were not found suitable by the Board and the Commission on the basis of fresh selection made to the Cadres concerned. The State Governments have accordingly been requested to ensure that no such proposals are sent to the Government of India hereafter except (i) Where directions have been or may be given by any court of law for the reconsideration of the cases of the individual officers; and (ii) where on account of some Stay Orders or pendency of court cases, State Governments have not been able to consider the representations made by certain officers against the adverse entries in their Character Rolls. A copy of this Department's letter No. 28013|8|76-AIS(IV) dated the 8th April, 1976, addressed to all the State Governments which is self explanatory is attached—(Appendix I).

3. It would be seen from the position explained above that Government have accepted the recommendations of the Estimates Committee and have issued necessary instructions in the matter.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 19-8-1976.]

Recommendation No. 4 (Para 1.21)

The Committee need hardy emphasise that timely finalisation of triennial cadre review is essential as it provides a realistic basis for recruitment and career planning of this service. The Committee recommended that Department of Personnel should lay down for guidelines for the States to help them in framing their proposals for cadre review and should ensure that review proposals are sent by all the States in time.

Reply of the Government

The recommendation of the Committee has been brought to the notice of the State Governments. Detailed guidelines have also been isseued to the State Governments in the Department of Personnel and Administrative Reforms' letter No. 28062/3/76-AIS(II)-A, 28062|3|76-AIS(II)-B and 28062|3|76-AIS(II)-C, dated 25th August 1976, copies of which are enclosed—Appendix II, III, and (V).

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 23-9-1976.]

Recommendation No. 5 (Para 1.22)

"The Committee recommend that the system of triennial review of cadre strength should be introduced in respect of Indian Police Service and Indian Forest Service, also."

Reply of the Government

The Estimates Committee of 1965-66 made the following recommendations in connection with the review of the strength and composition of various Cadres of the Lndian Administrative Service/ Indian Police Service:—

(i) The triennial review of the IAS|IPS cadres should be conducted in a formal and scientific manner preferably by a Committee consisting of representatives of the Ministries of Home and Finance presided over by the Cabinet Secretary and with the association of the Chief Secretary of the State concerned; and

(ii) The Committee may be assisted by a small organisation which should continuously undertake studies concerning the nature of duties and responsibilities of the posts, the quantum of work involved etc., so that factual data is available to the Committee at the time of reviewing the cadre strength of the states; and

(iii) The result of the review should be laid in the form of a report, on the Table of both the Houses of Parliament.

The Recommendations of the Estimates Committee were accepted by the Government.

Indian Police Service

2. The system of triennial review of the strength and composition of various cadres of the Indian Police Service is the same as that for the IAS. The composition of the Committee which considers the proposals of the State Governments for the review of the cadre strength is as under:—

Cabinet Secretary	Chairman
Home Secretary	Member
Secretary (DP & AR)	Do.
Secretary, Deptt. of Expenditure	Do.
Chief Secretary of concerned State Govt.	Do.

3. The first review of various State cadres of the I.P.S. was conducted by the Committee in 1969 and the second in 1972. The third review was taken in hand in January, 1975 and has been completed in respect of Gujarat, Haryana, Himachal Pradesh, Karnataka, Maharashtra, Punjab, Rajasthan, Tamil Nadu, Union Territories and West Bengal. The review of the other cadres is in progress.

Indian Forest Service

4. Rule 4(2) of the I.F.S. (Cadre) Rules, 1966 provides that the Cental Government shall, at the interval of every 3 years, re-examine the strength and composition of each such Cadre in consultation with the State Government concerned and may make such alterations there as it deems fit. The composition of the Committee which considers the proposals of the State Governments for the review of the Cadre strength is as under:—

Cabinet Secretary	Chairman
Secretary, Deptt. of Personnel and Admn. Reforms	Member
Secretary, Deptt. of Expenditure Min. of Finance	Member
Secretary, Department of Agriculture . .	Member
Chief Secretary to the State concerned .	Member

The Inspector General of Forests in the Department of Agriculture is also associated with the work of the Committee.

5. The Indian Forest Service was constituted with effect from 1st July, 1966. The first triennial review of the various Cadres of the Service became due in 1969. As, however, the initial recruitment to the State Cadres of the Service had been quashed by the Supreme Court of India, and fresh selections were in progress, the strength and composition of a large number of the State Cadres could not be reviewed in 1969. The second review became due in 1972. The strength and composition of the State Cadres was reviewed. The Third Cadre Review which became due in 1975, is still in progress. The review in respect of 12 out of 20 Cadres has been completed and the proposals in respect of other Cadres are at various stages of consideration.

6. The system of triennial review of the strength and composition of the various Cadres of the Indian Forest Service is, there-

fore, already in vogue ever since the constitution of the Service and is the same as that for Indian Administrative Service and the Indian Police Service.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 19-8-1976.]

Recommendation No. 10 (Para 1.39)

The Committee feel that there is need for stricter policy in the matter of encadrement of posts under the State Governments. They consider that, as far as possible, only such posts may be encadred which are required to be manned by officers having a background of district administration and that posts requiring specialised and expert knowledge and background may not be encadred. The Committee have already suggested that broad guidelines in this regard, may be laid down early, by the Department of Personnel for the guidance of the State Governments. They suggest that in the light of these guidelines, the State Governments may undertake a review of their cadre position and place their considered proposals before the Cadre Review Committee at an early date.

Reply of the Government

The recommendation of the Committee that posts rquiring specialised and expert knowledge and background may not be encadred, has been accepted by Government and is being implemented. However, the recommendation that only such posts should be encadred, which are required to be manned by officers having a background of district administration is not considered feasible. The State Governments have also been advised to formulate their triennial review proposals in the light of the guidelines and submit them to the Central Government at least 2 months before the completion of three years from the date of the previous triennial review. The cadres in respect of which the triennial review was last held in 1975 will be reviewed in 1978, those reviewed in 1976 will be reviewed in 1979 and so on.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 23-9-1976.]

Recommendation (Sr. No. 14, Para No. 1.48)

The Committee note the observations of the Secretary, Department of Personnel that according to the latest policy being followed by Government, the highest echelons of Government are open to any one who has merit and that about 50 per cent of the highest

posts in the Central Government are being manned by officers belonging to services other than the Indian Administrative Service or the Indian Civil Service. The Committee welcome this trend and hope that this policy would continue to be followed and the highest posts in the Government would be open to anyone who has merit irrespective of the service to which he belongs.

Reply of the Government

As observed by the Committee, the higher administrative posts under the Government of India are already open to members belonging to services other than the IAS|ICS also. There has been no change in the policy in this behalf, and the appointments to highest posts in the Government continue to be on merit irrespective of the service to which an officer belongs.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 19-8-1976.]

Recommendation No. 17 (Para No. 1.55)

"Another idea which the Committee would like specially to mention is the provision of coaching centres for providing special coaching facilities to candidates belonging to Scheduled Castes and Scheduled Tribes to compete for the All India Services. The Committee understand that these centres have been able to equip the candidates to perform better in the competitive examinations. The Committee desire that such coaching centres for Scheduled Castes|Scheduled Tribes candidates should be provided at more places."

Reply of the Government

There are at present five pre-examination Training Centres for coaching the Scheduled Caste and Scheduled Tribe candidates for All-India Services examinations. These are located at Allahabad, Patiala, Shillong, Madras and Jaipur. The admission capacity of these centres is about 280 trainees per course. In addition, an institution in Delhi is also given grant-in-aid for coaching every year about 30 candidates belonging to Scheduled Castes and Scheduled Tribes for I.A.S. etc., Examinations.

There are also 12 centres run by the various State Governments under the Centrally Sponsored Programme for training Scheduled Caste and Scheduled Tribe candidates for competing for the State Civil Services, and the other posts.

The recommendation for opening more Centres has been noted. Efforts are being made to open more centres.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 28-9-76]

Recommendation No. 26 (Para No. 2.42)

"The Committee note that as far as possible, 50 per cent of the vacancies in each State cadre are filled every year from out of the candidates not belonging to that State. The Committee would like to emphasise that there should be no remiss in the enforcement of these provisions and that 50 per cent of vacancies in each State cadre should be filled up from out of the candidates not belonging to that State. The Committee would like that relevant information about the posting and allocation of officers of All India Services to different States should also be published in the annual report of the Department."

Reply of the Government

The existing principles of the State allocation of the IAS and IPS officers to the various States ensure that at least 50 per cent of candidates allocated to a State are those who are domiciles of other States. This principle is being followed strictly. Whereas the State allocation is done by the Central Government, the postings of the All India Services officers is the concern of the State Governments. Apparently, the intention of the Estimates Committee is really to ask for information regarding State-wise allocations and the word 'postings' has been used in this context only. If so, the Government have no objection to indicate the State-wise allocations of probationers in the annual report.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 19-8-1976.]

Recommendation No. 27 (Para No. 2.43)

"The Committee would like Government to evolve a procedure whereby the allocations to the State cadres are known to the probationers within a month of their joining the Academy. They desire that the time taken in making allocations should also be suitably mentioned in the Annual Report of the Department."

Reply of the Government

While every endeavour is made to ensure that the allocations to the State cadres are finalised as early as possible after the probationers join the Academy, finalisation of State allocations depend

on various factors like completion of medical examination, verification of antecedents & domicile etc., which may, at times, cause delay. However, all these factors notwithstanding, every attempt will be made to speed up allocations and the actual time taken in finalisation of State allocations can be indicated in the annual report.

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I), dated 19-8-76]

Recommendation No. 30 (Para No. 3.7)

"The Committee expect that special coaching facilities for candidates coming from weaker sections of Society or States from where the representation to the All India Services is very much less in proportion, would *inter-alia* cover development of adequate standard in the candidates for scoring well in English language paper."

Reply of the Government

Direct recruitment to the All India Services is made on the basis of all India Competitive Examinations held annually by the Union Public Service Commission. These examinations are open to all citizens of India, irrespective of their race, descent, place of birth or residence, provided they fulfil the prescribed conditions of eligibility regarding age limits, educational qualifications etc. the primary object being to select the best talent available in the country. The rules of these examinations do not provide for any reservation in the All India Services for candidates belonging to any State or region on account of its backwardness etc., because such a provision would be *ultra vires* of Article 16(2) of the Constitution which prohibits discrimination on grounds of place of birth or residence.

2. So far as the candidates coming from the weaker sections of the society are concerned, special coaching facilities are already available for candidates belonging to the Scheduled Caste and Scheduled Tribe communities at the Pre-examination training centres opened at various places in the country. The scheme of imparting pre-examination coaching to the candidates coming from weaker sections of society is meant to prepare them to successfully compete at the open competitive examinations for recruitment to the All India Services and covers all aspects of the examinations, including the English Language paper.

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I), dated 19-8-76].

Recommendation No. 40 (Para No. 4.18)

"The Committee also feel that since the interview for Personality Test is likely to involve a degree of subjective assessment, there is need for a system of formal orientation and induction of Members of the Personality Test Boards in the techniques of interview so as to achieve a degree of objectivity in assessment."

Reply of the Government

The recommendation has been considered by the Government in consultation with the U.P.S.C. In this connection it is stated that the Union Public Service Commission have already a system of formal orientation and induction of Members of the Personality Test Boards in the techniques of interview so as to achieve a degree of objectivity in assessment and they will continue this process.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS (I) dated 23-9-76]

Recommendation No. 41 (Para 4.19)

"The Committee also recommend that the Policy & Planning Wing of the Department of Personnel & A.R. as well as the Union Public Service Commission should undertake studies and research in assessing and marking methods for personality tests and evolve systems of interview so as to objectively judge *inter alia* the attitudes and capabilities of the candidates for the job requirements of the service concerned in the changing conditions of the country."

Reply of the Government

The Union Public Service Commission was apprised of the above recommendation of the Estimates Committee. They have informed that the Commission have already undertaken certain studies in assessing and marking candidates who come for Personality Tests and that they will continue their efforts to improve their methods so as to judge objectively the suitability of candidates for the jobs for which they are interviewed. The Government will examine the points emerging out of such studies at appropriate time.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS (I) dated 19-8-76.]

Recommendation No. 42 (Para No. 4.24)

"The Committee feel that in view of the fast changing nature of duties and responsibilities of the All India Services in a developing

economy and a welfare State like ours it is necessary that the Members of the Personality Test Boards for All India Services are in tune with the changing requirements and circumstances of the Services. The Committee, therefore, suggest that while constituting the Personality Test Boards the Union Public Service Commission may give due consideration to the age-structure of the Boards. It may also be ensured that about fifty per cent of the members of the Boards are persons of adequate field experience in the services and in disciplines of relevance to the tasks of All India Services. Every care may, however, be taken to ensure that selection of members of these Boards is made on merit and objective considerations."

Reply of the Government

The recommendation has been considered by the Government in consultation with the U.P.S.C. The Commission have intimated that the selections of the members of the Personality Test Boards for the various examinations are made by them with due regard to all the relevant considerations including those recommended by the Estimates Committee.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS(I) dated 23-9-76]

Recommendation No. 48 (Para No. 4.39).

"The Committee have earlier stressed the need for objective assessment of the potentiality of the candidate and his suitability for the developmental task which would face him as a member of the All India Services. The Committee have, therefore, no doubt that the Interview Board would like to evaluate the knowledge and potential of the candidate rather than his mere proficiency in speaking English".

Reply of the Government

The recommendation has been considered in consultation with the U.P.S.C. The Personality Test is to assess candidate's suitability for the Service or Services for which he has applied. The interview is intended to judge the mental calibre of the candidate. In broad terms, this is really as assessment of not only his intellectual qualities but also social traits and his interest in current affairs. Some of the qualities judged are mental alertness, critical powers of assimiliation, clear and logical exposition, balance of judgement, variety and depth of interest,, ability for social cohesion and leadership, intellectual and moral integrity.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS(I) dated 23-9-76].

Recommendation No. 52 (Para No. 6.14).

"The Committee would like to point out that during the training period, particularly the initial Foundation Course, greater emphasis should be laid to orient the probationers who are drawn from different backgrounds in such a way as to inculcate in them an attitude of service of the commonman, particularly to those coming from rural areas and backward classes. The probationers should be aware of the challenging nature of their jobs which would open for them new vistas and avenues of service to the nation. A sense of pride in planning and implementing the economic development programmes to ameliorate the conditions of the poorer and weaker sections of society, as spelt out in the national 20—point programme, etc., as also enforcing the laws of social justice in letter and spirit, should be instilled in them."

Reply of the Government

Government accept the Recommendation. Necessary programmes have been built into the syllabus of the Foundational Course to achieve the desired objective. The syllabus of the Foundational Course will be kept under continuous review for all necessary changes and adjustments required to achieve the objective still more effectively.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS (I) dated 26-8-76].

Recommendation No. 53 (Para 6.15)

"The Committee note the recent innovations made in the Foundational Course to expose the probationers to the reality of village life by prescribing visits of one week's duration to the villages for socio-economic surveys. The Committee would like that the duration of probationers' visits to the villages should be longer and during this period they should stay in the villages so as to have a practical experience of the reality of rural life. It is also important that the socio-economic surveys of the villages conducted by the probationers are specifically taken into account in assessing their performance and grading them so that the probationers take active interest in their work in the villages."

Reply of the Government

Government accept the recommendation in principle and are taking action to implement it. The Conference of Heads of Central

Training Institutions has already made a detailed examination of the changes required in the syllabus of the Foundational Course to give effect to these and other recommendations of the Committee. Government is already considering increasing the duration of the Foundational Course to provide for longer field visits. The socio-economic surveys of villages conducted by the Probationers will be taken into account in assessing their performance by grading them.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS (I) dated 26-8-76].

Recommendation No. 54 (Para 6.16)

"The Committee note that the syllabus of the Foundational Course is very wide which covers a number of broad headings. The duration of the course is four months. The Committee wonder whether full justice is done to the various courses of study, which have been prescribed for the Foundational Course during this period of four months. They would like Government to go into this matter with a view to increase the duration of the Foundational Course so that adequate attention could be paid by the probationers to the various courses of study prescribed."

Reply of the Government

Government accept the Recommendation and are getting the syllabus of the Foundational Course examined in detail in the light of the Recommendations of the Estimates Committee for deciding on the required increase in the duration of the Course. The Conference of Heads of Central Training Institutions has also considered the matter and its suggestions are being awaited.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS (I) dated 26-8-76].

Recommendation No. 55 (Para 6.20)

"It is well known that the probationers who join the Academy are drawn from various regions of the country and from different social and economic strata. In the opinion of the Committee, the Foundational Course should *inter alia* promote common outlook and understanding among the probationers, develop in them the right approach to public services, a sense of dedication and a sense of social values. The probationers should be made fully congnizant of their new responsibilities in the changing circumstances so that they

are able to act as agents of change and operate as instruments of social justice, particularly for the benefit of the oppressed and the exploited sections of society."

Reply of the Government

Government accept the Recommendation. Necessary programmes and activities have been built into the syllabus of the Foundational Course to achieve the desired objectives. The syllabus is being kept under continuous review for taking on new programmes and activities.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS (I) dated 26-8-76].

Recommendation No. 55(Para 6.21).

"The Committee understand that the existing accommodation and the staff available at the Academy are limited with the result that it is difficult to maintain personal touch with the individual probationers. The Committee feel that the training given in the Foundational Course can have the desired impact on the probationers only when the number of participants is not too large. This objective can be achieved by dividing the probationers into convenient batches and by strengthening the faculty as development of close contact between the trainers and the trainees is absolutely necessary to achieve the desired results."

Recommendation No. 55 (Para 6.22)

"The Committee are unable to understand how and why the urgent requirements and the need to provide adequate facilities for training of All India Services could not be fully met all these years. Surely, when crores of rupees are being made available for training institutions all over the country, it should have been possible to make available the necessary finances for augmenting the accommodation and strengthening the Academy staff and other necessary facilities so as to meet fully the requirements. The Committee expect that at least now the Department would act with a sense of urgency and see that these essential requirements and needs are met before the training starts for the new recruits.

Reply of the Government

Present financial constraints, notwithstanding, necessary action is being taken to provide the additional accommodation and staff required by the Academy. Construction of two Hostel Blocks with

a provision for 144 single room residential accommodation has started. During the last two years, several suitable private buildings around the Academy have been acquired for use of the Academy. In the Second week of July 1976, the Academy has proposed construction of two additional Lecture Halls and four rooms for the members of the faculty. The proposal is being processed with the Ministry of Finance (Department of Expenditure) for taking very early decision.

2. As for the additional staff, action is in hand to issue sanction of six posts need for which was accepted by the Department. It is proposed to set up a Committee to determine the further needs of the Academy for staff as well as accommodation.

3. The Kothari Committee on Recruitment Policy and selection methods set up by the U.P.S.C. has also suggested restructuring of the teaching faculty at the Academy. The recommendations of the U.P.S.C. are awaited and they would also be borne in mind while taking a final decision.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS (I) dated 26-8-76].

Recommendation No. 56 (Para 6.24)

"India having completed the first revolution of consolidating freedom, is now on the threshold of a second revolution to eliminate poverty and illiteracy. The weaker sections of the society must get the fulfilment of their rightful demands and brought into the national mainstream. The nation has accepted the Prime Minister's 20-point programme as an instrument for taking the country forward on the path of economic and social resurgence. In order to be effective, this programme has to be implemented in the field with the spirit and vigour with which it was conceived. The vital role of the administrator in the implementation of this programme has to be instilled in the minds of the young officers in the Academy. The Committee, therefore, recommend that all the aspect of the 20-point programme and the administrators' role in their implementation should be thoroughly discussed with the probationers through various methods. During these discussions, the doubts of the probationers on any aspect of the programme should be resolved and the probationers encouraged to make suggestions for speedy and effective implementation of the programme in the field. The Committee further recommend that the implementation of the 20 point national programme should be kept centrally in view during the probationers' training in the field so that they can know at first hand

the difficulties and the problems which are encountered and the solutions evolved in implementing the programme. The probationers should keep a record of their experience in this regard and submit their papers for evaluation and assessment by the Academy."

Reply of the Government

The Government accept the Recommendation. In both the Foundational and the IAS Professional Courses, great stress is already being laid on the 20-point Programme. The various subjects in the Programme are covered either in lecture discussions or through syndicate studies. During their field training, the IAS Probationers study different aspects of the Programme and prepare assignments given to them. The record of their findings and experiences are discussed on their return to the Academy for the second phase of their training, and the record prepared by them are also taken into consideration for evaluation and assessment of the performance of the trainees.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIR(I) dated 26-8-76].

Recommendation No. 57 (Para 6.29).

"In a parliamentary form of Government, the Executive is responsible to the legislature. The role and performance of administrators in the implementation of the policies laid down by Parliament and State Legislatures often becomes a subject matter of discussions in the Legislatures. Besides, the Parliament and the State Legislatures, and their Committees and Members have their own privileges which have to be respected. A sound knowledge of the political institutions in the country and their privileges and procedures is, therefore, very necessary for members of All India Services, particularly the senior civil servants. The Committee, therefore, consider that the syllabus of the foundational course should specifically provide for a study of Parliamentary institutions in the country and their privileges and procedures. Moreover knowledgeable persons and experts in this field should be invited to deliver lectures on the subject to the probationers. The Committee also feel that it is necessary for the probationers to see the actual functioning of the parliamentary institutions at the Centre as well as in the States. They would, therefore, suggest that some time during their training period, the probationers may be brought to witness the proceedings of Parliament and State Legislature so that they have an opportunity of seeing them at work and also to have an

opportunity of meeting the senior officers of Parliament, particularly Secretary Generals of Lok Sabha and Rajya Sabha who have valuable experience of the functioning of the Parliamentary institutions."

Reply of the Government

Government accept the Recommendation. The existing Foundational Course syllabus already provides for study of Parliamentary Institutions. Senior Officers of Parliament are now being invited to the Academy for giving talks to the Foundational Course Probationers on Parliamentary institutions and their privileges and procedures. Discussions have already been held with the Bureau of Parliamentary Studies, and it has been agreed that the IAS Probationers will come to Delhi in two groups for four days each in January and February, and during this period, in addition to attending lectures/discussions in the Bureau, will also meet the Speaker of the Lok Sabha, Chairman of the Rajya Sabha and the senior officers of Parliament, particularly Secretary Generals of the Lok Sabha and Rajya Sabha. They will also watch the proceedings of Parliament and will attend meetings of any Committees which may be sitting at the time. The State Governments will be requested to arrange visits to the State Legislatures during training of the probationers in the States. As far as the Probationers of other Services are concerned, it will be difficult to arrange for their visits to Parliament during their stay at the Academy for the Foundational Course. Their Professional Training Institutions will, therefore, be requested to arrange for this visit during the Probationers' stay in those Institutions, preferably at a time when the Demands for Grants of the concerned Ministry are being discussed.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS(I) dated 26-8-76].

Comments of the Committee

The Committee hope that in the case of probationers other than those belonging to IAS also the Professional Training Institutions will arrange their visits to Parliament regularly at a time when the Demands for Grants of the concerned Ministry are discussed.

Recommendation No. 58 (Para 6.31)

"The Committee suggest that apart from the theoretical teaching of the need for agricultural development, cooperation and community development, the probationers should be exposed to the notable ad-

vances made in these fields in the various parts of the country e.g., Haryana, Punjab, Andhra Pradesh, Gujarat etc., and the reasons therefor, so that the probationers may suitably adapt the procedures and working of these institutions in the field when posted to the districts."

Reply of the Government

The Recommendation is accepted. During their stay at the Academy, the Probationers of the Foundational Course visit the Agricultural Universities in Haryana, Punjab and Uttar Pradesh, which are close to Mussoorie, to see notable advances in the field of agriculture. The recommendation presumably is directed towards the IAS Probationers who get yet another opportunity to see notable advances in other fields during their Bharat Darshan tour. The IAS Probationers visit the Agricultural Universities in their own States during their district training. To the extent possible, efforts will be made to show them notable advances in the various fields mentioned in the Recommendation and some other fields like that the Family Planning.

[Department of Personnel and A.R. O.M. No. 28013|1|76-AIS (I) dated 26-8-76].

Recommendation No. 59 (Para 6.34)

"Any advance in the field of Agriculture and Industry would have little effect on the standard of living of the people if the population pressure continues to grow at the present rate. The imperative necessity of arresting the growth of population by effective implementation of the Family Planning Programme, particularly in rural areas and the slums and crowded areas of the country, cannot be overstressed. The Committee would like to recall the observations made by them in their Thirteenth Report (Fifth Lok Sabha) on Family Planning to the effect that the key factor in the success of family planning programme was understood to be the Collector as the head of the civil administration. It was found that wherever the Collector took personal initiative and ensured a coordinative approach, there was fuller public participation and the message of family planning reached the weaker and the under-privileged sections and all other who were truly in need of it. It is therefore essential that the young probationers should understand the urgency of the problem and the vital bearing it has on the development of the country. The Committee would like that both in the courses at the Academy and the training experience in the field, the probationers

should understand in depth the nature of multi-faceted problems which have to be faced in the field of family planning. In this connection the Committee would like to invite attention to the address of the Prime Minister at the 31st Annual Conference of the Association of Physicians held recently in Delhi in which she has underlined the imperative need to bring down the birth rate speedily. The Committee have no doubt that members of All India Services can achieve spectacular results in implementing the programme of Family Planning it they give the necessary lead by actively involving themselves in this programme."

Recommendation No. 60 (Para 6.35)

"Another aspect which should receive equal attention of the probationers relates to the provision of welfare and health services for infants coming from the under-privileged and weaker sections of Society. The Committee need hardly point out that if the parents in the weaker sections of the society feel reassured that their offsprings have fair chance of survival, the tendency to multiply progeny as an insurance would get reduced. Besides, concerted welfare efforts for the under-privileged can best be meaningfully commenced at the youngest age, so that they have fair chance to grow into useful and productive citizens of the country."

Reply of the Government

Government accept the Recommendations. The general aspects of the problem of population control and provision of welfare and health services for infants coming from under privileged and weaker sections of the society are already covered in the Foundational Course. The National Population Policy has since been declared and it shall be specifically included in the Foundational Course. Further steps will be taken to emphasise the urgency and importance of these problems on the probationers and to secure their involvement in the action programmes.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS(I) dated 26-8-76]

Recommendation No. 61 (Para 6.46)

"The Committee suggest that the syllabus of the Foundational Course should reflect the following aspects clearly and pointedly so that the probationers are made fully aware of the pressing socio-

economic problems and the need for adopting measures for their early solution:—

(i) The sympathetic understanding of the typical problem of weaker sections of society and the urgent need for their solution by effective and speedy implementation of the various programmes undertaken to ameliorate their condition.

(ii) The differing problems of advanced and backward areas and the need for adopting different strategies for their solution.

(iii) Achievements and shortcoming of the existing system of planning and the need for effective public participation in evolving a plan for area development, formulating of various programmes for social and economic development and their effective and speedy implementation in the field.

(iv) The need for augmenting the revenue of the State by effecting improvement in the machinery for the collection of taxes.

(v) A purposeful study of the Industrial Policy Resolution, 1956.

(vi) A study of the role, importance and responsibility of public sector in the economy of the country.

(vii) Role of the small-scale industries, specially agro-based industries, in the industrial development of the country and in providing avenues for self-employment for the educated unemployed, the need for the development of infra-structure for the development of small-scale industries and the provision of essential inputs to the neo-entrepreneurs.

(viii) Socio-economic problems arising out of rapid industrial development with particular reference to industrial relations, workers' participation in Management and responsibility of Management to the public.

(ix) The problems of urbanisation such as unemployment, existence of slums, atmospheric pollution, public health etc., which generate social tensions and the need for their solution.

(x) The need for a lively consciousness of the cost component in taking decisions on administrative and general matters and to develop systems and procedures which would help the administrators to consider fully the cost aspect in taking decisions.

(xi) An awareness of the problems in the field of education so as to provide purposeful guidance for their solution."

Reply of the Government

Government accept the Recommendation. Most of the subjects mentioned in the Recommendation are already covered in the Foundational Course syllabus. Any subjects that are not included will be included for general coverage. The Professional Training Institutions will be requested to follow up with detailed coverage in the respective functional areas.

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I), dated 26-8-76].

Recommendation No. 62 (Para 6.50)

"The Committee consider that the methodology of teaching during Foundational Course should lay greater emphasis on deduction of general principles from real life situation through discussions and participation in the class-rooms. Increasing use should be made of the syndicate methods of study and tutorial groups in order to develop among the students the capacity for common and co-ordinated effort in understanding and tackling the subjects chosen for study. As suggested by the Conference of the Heads of Central Training Institutions, among the subjects of great Indian personalities including freedom fighters and men of eminence in various fields. The Committee also agree with the recommendation of the Conference that the examination during the Foundational Course should be both objective and essay type."

Reply of the Government

Government accept the Recommendation. The instruction methods suggested are already being followed and the appropriate mix will be determined in keeping with the nature of the subjects and the requirements of the Probationers. Syndicate study of the life of great Indian Personalities including prominent Freedom Fighters and men of eminence will be included in the syllabus to the extent possible consistant with the time available for the Foundational Course. The examination during the Foundational Course is already both of objective and essay type.

[Department of Personnel and A.R. O.M. No. 28013|1|76-AIS (I) dated 26-8-76].

Recommendation No. 63 (Para 6.52)

The Committee learn that, except in the case of IAS|IPS probationers, the discipline and performance shown by the probationers undergoing the Foundational Course is not subject to any incentive/disincentive. The Director has also not been given any formal powers to enforce discipline over the probationers. The Committee recommend that a system of incentives for good performance and disincentives for unsatisfactory performance during Foundational Course at the Academy as well as in the Profesisonal Training Institutions should be built into the schemes of recruitments for the various Services and the Director of the Academy and the Heads of Professional Training Institutions should be invested with adequate powers to exercise disciplinary control over the probationers.

Reply of the Government

The proposals regarding building necessary incentives for good performance and disincentives for unsatisfactory performance during the Foundational Course at the Lal Bahadur Shastri National Academy of Administration as well as during training in the Professional Training Institutions are under consideration. The Kothari Committee has made some recommendations regarding post Course test including Director's assessment and these will also be considered while taking final decision in the matter.

2. Disciplinary powers have been given to the Director, Lal Bahadur Shastri National Academy of Administration, Director, Sardar Vallabhbhai Patel National Police Academy and the President, Forest Research Institute and Colleges, over the probationers undergoing training in the Academy|Institute, so far as All India

Services are concerned, the All India Services (Discipline and Appeal) Rules, 1969, have been amended suitably *vide* this Department's Notification No. 11018|4|76-AIS(III), dated the 25th February, 1977.

2.1. As regards probationers of the Central Civil Services, participating in the training programme in the Lal Bahadur Shastri National Academy of Administration, the Ministries|Departments controlling the Central Civil Services, Group 'A' have been advised to issue orders delegating disciplinary powers to the Director of the Academy.

[Department of Personnel and AR O.M No. 28013|1|76-AIS(I) dated 12-4-1977].

Recommendation No. 64 (Para 6.56)

"The Committee note that the Academy has since 1974 started convening a Conference of the Heads of Central Training Institutions for exchange of views on training of civil servants and that some improvements suggested by the conference in the syllabus of the Foundational Course have been submitted to the Government in November-December, 1975. They also note that the Conference has sought to redefine the aims of the Foundational Course and in pursuance thereof made suggestion for a restructuring the syllabus for studies in Public Administration, Economics and Five Year Plans and History and Culture. It has also *inter-alia* suggested increasing use being made of the system of tutorial groups and syndicate method of studies. The Committee would like Government to take an early decision on these suggestions so that the next Foundational Course could be held with the revised syllabus".

Reply of the Government

In view of a large number of recommendations made by the Estimates Committee on the syllabus of the Foundational Course, the Conference of Heads of Central Training Institutions decided to have a second look at its earlier recommendations. It set up a working Group which re-examined the duration and syllabus of the Course. The Working Group's Recommendation have been considered by the Conference in a special meeting and necessary decision on them will be communicated to the Academy as soon as they are received.

Further Information Called for by the Committee

Please state whether the decisions of the Government on the recommendations of the Working Group Conference have been communicated to the Academy and if so, please furnish a copy thereof.

Further reply of the Government

The decision of the Government on the recommendations of the working group|conferences for restructuring of the Foundational Course has been communicated to the Lal Bahadur Shastri National Academy of Administration, Mussoorie and the Cadre controlling Authorities, *vide* this Department's letter No. 27/44/75/Trg/II dated 5-10-76 and of even number dated 11-10-76 Copies of the same are appended. (Appendix V).

[Department of Personnel and A.R. O.M. No. 28013|1|76-AIS (I) dated 4-3-77]

Recommendation No. 66 (Para 6.79)

"The Committee note that the Professional Course for IAS probationers consists of:

(i) First phase of Professional Course for about 5 months from November to March;

(ii) On-the-job training for a period of 52 weeks in the districts of the State to which they are allocated; and

(iii) Second phase of Professional Course at the Academy for three months from April to June.

The first phase comprises internal and external programmes. While the internal programmes include lectures, tutorials, case-studies and syndicate studies, the external programmes comprises attachment to the Indian Army for 2 weeks,, agricultural universities|institutes for 10 days, public sector industries for 7 days and Civil Defence College as also a study-cum-observation tour of the States. While the Committee consider attachments of the IAS probationers to the Army, agricultural universities public undertakings etc. to be necessary, they are not sure whether the brief periods of attachments to these organisations are really adequate. They would like that the real utility of these brief attachments may be ascertained from the IAS probationers who have undergone

this training, and the position objectively reviewed with a view to effect necessary improvement."

Reply of the Government

Government accept the Recommendation. The utility of the attachments is already being reviewed through evaluation sessions of the probationers held at the conclusion of their tours as well as from the Reports submitted by them and necessary adjustments are made in the context of the over-all training of the probationers at the Academy.

[Department of Personnel and A.R. O.M. No. 28013|1|76-AIS (I) dated 26-8-76].

Recommendation No. 67 (Para 6.80)

"The Committee note that the IAS probationers are deputed for one week's training in public undertakings. As the public sector has been given a dominant role in the development of the country, it is of the utmost importance that IAS officers have a thorough understanding of the role and functioning of the public undertakings both in the State and Central sector. The Committee consider that the training of IAS officers in public undertakings should be for a sufficiently long period so that they are able to study in detail the various facets of their working and their relationship with the civil authorities. The Committee would like to stress that the probationers should be made fully aware of the socio-economic objectives of public undertakings which *inter alia* include encouragement and development of small scale and ancillary industries for which meaningful help is required to be given by the civil authorities. In this connection the Committee note that in France the training of administrators includes a spell of two months in a commercial or industrial undertakings. The Committee recommend that the training courses of the IAS officers both in the beginning of their career as also during refresher courses, should be so organised as to provide attachment of these officers to selected public undertakings for sufficiently long period so as to equip them with the requisite knowledge and work experience to deal with matters relating to public undertakings. For this purpose, the help of the Bureau of Public Enterprises and other institutions which

are concerned with the management in public undertakings, could be taken."

Reply of the Government

The Government accepts the recommendation in principle. Efforts will be made to enlarge the scope and the duration of the attachment with the Public Sector Undertakings. However, Government feel that the real benefit will be derived by the officers if they are trained in Public Sector Undertakings as part of their in-service training programme at different levels of seniority. Programme to this effect will also be drawn up in consultation with the Bureau of Public Enterprises.

From the year 1976, syndicate studies on the working of Public Sector Undertakings in financial management, personnel management and applicability of modern managemet techiques have also been included.

[Department of Personnel and A.R. O.M. No. 28013|1|76-AIS (I) dated 26-8-76].

Recommendation No. 68 (Para 6.81)

"The Committee note that in 1974 the IAS probationers who had undergone the Foundational Course earlier as Central Service probationers, were detailed for a period of about 40 days to undertake an indepth study of the problems of Jaunsar-Bawar area which is one of the most backward regions of Uttar Pradesh. Besides the wealth of useful information collected, the stay of the probationers in the villages to study their problems, had a great effect on their emotional make up and attitudes towards the urgent problems of removal of poverty and social evils like bonded labour etc., facing the country. In the opinion of the Committee, this was a very innovative and imaginative programme devised by the Academy and is bound to have a lasting impact on the impressionable minds of the probationers. The Committee recommend that such a programme should be made an integral part of the training course for all the probationers and not limited to repeaters only. The Committee have no doubt that deployment of the probationers to the problem

villages|areas to identify their difficulties and evolve constructive solutions would help in developing the right attitude of service in the young officers."

Reply of the Government

Government accept the recommendation. It is proposed to extend the duration of the Foundational Course to permit longer visits to villages and other backward areas for all the Probationers. It will be ensured that all IAS Probationers are adequately exposed to the problems of backward areas, both during the institutional training at the Academy and during their field training in the States.

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I), dated 26-8-76]

Recommendation No. 69 (Para 6.82)

"The Committee attach great importance to 'on-the-job' training of the IAS probationers in the districts of the State to which they are allocated. They would however, like that this training should be so organised that during this period, the probationers are required to visit representative areas|districts of the State i.e., the backward as well as the developed districts so that they become aware of the different nature of problems which have to be faced in the field. The Committee suggest that the IAS probationers may also be sent in small batches to selected districts in other States which have shown marked progress in the field of agriculture, cooperation, village and agro-based industry etc., so that they may have an opportunity of studying the methods and procedures followed by the various functionaries in those districts and could usefully draw upon this experience to evolve suitable solutions on assuming independent charge."

Reply of the Government

Government accept the Recommendation regarding organising visits of IAS probationers to representative areas|districts of their States during their district training, and the State Governments are being requested to take necessary action. Except what can be arranged during the Bharat Darshan Tours, it will be difficult to

send the probationers to other States to see areas of marked progress in different fields because of constraint of time and also operational difficulties. This recommendation also is however, being passed on to the States for action to the extent possible.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS(I) dated 26-8-76]

Recommendation No. 70 (Para 6.83)

"The Committee also feel, that knowledge of modern management techniques is very necessary for the IAS officers. The Committee suggest that the IAS Officers should be required, in the early stages of their career preferably between the sixth and tenth year of service to undergo specially designed Management Courses of sufficiently long duration to develop their potential as skilled administrators."

Reply of the Government

Government accept the recommendation. Necessary action will be taken on this recommendation alongwith action on the recommedations contained in paras 6.142, 6.143 and 6.144.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS(I) dated 26-8-76]

Recommendation No. 71 (Para 6.84)

"The Committee note that in October, 1972 the Department of Personnel wrote a letter to the State Governments urging them to adopt their training programmes for the IAS probationers in the light of the recommendations of the Conference on Training held under the auspices of the Indian Institute of Public Administration, New Delhi in April, 1972. Some of the vital recommendations of the Conference commended to the State Governments were attachment of Probationers to district functionaries from "Patwari" upwards, conferring magisterial powers to enable them to do case work, laying down of norms and targets of work for probationers, attachment to collectors who have a flair for training and whose attitudes and methods of work are considered worthy of emulation, designation of one specific officer in the State to oversee the field training of all IAS probationers, preparation of training manuals etc. The latter also contained an illustrative pattern of training. The Committee feel that it was not enough. The Department of Personnel should have devised a system of keeping an effective watch on the implementation of the various recommendations of the conference and made efforts to see that those were implemented in the

States as early as possible. The Committee would like Government to make a detailed study of the scheme and arrangements for on-the-job training for IAS probationers in each State and endeavour to bring a measure of uniformity in this regard on the lines of the recommendations of the aforesaid Conference, if necessary, by taking up the matter at the highest level."

Reply of the Government

Necessary action has already been taken to bring a measure of uniformity in the field of training of the IAS Probationers. The Academy made a detailed study of the scheme and arrangements for on-the-job training for IAS Probationers in different States and prepared a draft Manual of Training which was circulated to all the States. This draft Manual was discussed in a Conference of Chief Secretaries, Training Co-ordinators and Heads of State Training Institutions held at Mussoorie on June 9 and 10, 1976. The Conference went into every aspect of the field training in great detail and accepted an agreed draft Manual which is being finalized for circulation to all the States to serve as a Model. The Conference will now be meeting every six months and will also be reviewing the field training of IAS Probationers and progress of action according to the Model in the different States. A firm institutional arrangement has thus been made for bringing about a measure of uniformity in the field of training of the IAS Probationers as suggested by the Committee.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS(I) dated 26-8-76]

Recommendation No. 73 (Para 6.93)

"The Committee cannot too strongly emphasise the important role of the senior administrators, particularly the IAS officers, not only in the implimentation of the welfare programmes of the Government, but also in influencing the national policies in various Spheres of Administration which have great impact on the life of the people. The conditioning of the attitudes of the IAS probationers who come from all walks of life, by a well thought out orientation programme at the Academy is, therefore, very necessary so that the officers who come out of the Academy have true understanding of the plight of the under-privileged and weaker sections of society and a dedicated out-look for serving the national goals and objectives. In this connection, the Committee welcome the recent measures taken by the Academy aimed at integrating the IAS probationers into the national mainstream like compulsory manual la-

bour, "shramdan", visits to the villages, group discussions on pressing problems and social evils like removal of poverty, etc., celebration of festivals of all religions, etc. The Committee recommend that well-thought out programmes should be devised which would ensure that the IAS probationers develop a deep understanding and intimate knowledge of problems at the grass-root level so that they are able to solve them with sympathy when they are posted in the field."

Reply of the Government

Government accept the Recommendation. The primary focus of the IAS professional course (both the phases) is to develop in the IAS probationers a dedicated outlook for serving national goals and objectives and to impart a true understanding of the plight of the underprivileged and weaker sections of the society. The course design and contents are under constant review, and programmes are regularly being revised to ensure that the IAS probationers develop a deep understanding and intimate knowledge of problems at the grass-roots level.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 26-8-76]

Recommendation No. 74 (Para 6.94)

"The Committee would like to point out that one of the main purposes of the Professional Course is to equip the probationers to find solution to the day to day problems of the common man in a sympathetic manner. The Committee feel that the understanding and apptitude developed by the probationers in resolving the problems of common man should be carefully evaluated and given due weightage in their assessment."

Reply of the Government

Government agree that one of the main purposes of the Professional Course is to equip the probationers to find solution to the day-to-day problems of the common man in a sympathetic manner. It will, however, be difficult to evaluate with any reasonable degree of accuracy the understanding and apptitude developed by the probationers in resolving the problems of the common man while at the Academy as firstly, in the absence of practical experience the approach and discussions of the probationers in the Academy will be largely theoretical and, secondly, without the opportunity of watching action, behaviour and results in the actual field situations, the conclusion drawn may not always be correct. Several components of

the training programme at the Academy aim at exposing the probationers to influences and considerations which help develop in them proper attitudes towards the common man and his problems. Government agree that to the extent possible, this attitude should also be evaluated and given due weitghtage in the assessment of the probationers.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 26-8-76]

Recommendation No. 76 (Para 6.108)

"The Committee have already pointed out that the number of Probationers in the Foundational Course at Mussoorie has risen from 115 in 1959 to 669 in 1975. As there is accommodation for 320 trainees only, the Academy has to rent out rooms in a hotel at a distance of about 2 kms. from the Academy, for the trainees of the Foundational Courses, at a cost of about Rs. 1.5 lakhs every year. Apart from the inadequacy of hostel accommodation, the Academy also suffers from a shortage of lecture halls, accommodation for library and auditorium etc. As admitted by the Secretary, Department of Personnel during his evidence, the shortage of accommodation and dispersed facilities are coming in the way of 'group life and community living at the Academy.' With the introduction of compulsory refersher courses for all IAS officers which have been recommended by the Committee elsewhere in the Report, there is bound to be further shortage of accommodation both for lectures and hostels at the Academy. The Commitee are surprised why provision for adequate accommodation at the Academy was not made at the time of increased intake of All India Service Probationers, to meet the requirements in full. The Committee understand that Government are giving liberal grants to the Institutes of Management and to Administrative Staff College for meeting their requirements of accommodation, staff, etc. They see no reason why the National Academy of Administration, which trains the All India Services of the Country, should not be provided with adequate funds to meet their requirements of accommodation etc., for the trainees. The Committee recommend that a detailed review of the requirements of accommodation and all other ancillary facilities for the National Academy of Administration should be made immediately to meet the training needs of the Probationers as also to cater to the requirements of refresher courses and effective measures should be taken to provide the same as per a time bound programme."

Reply of the Government

Steps have already been taken to provide more accommodation at the Academy. Two hostel blocks with single room residential

accommodation for 144 Probationers have been sanctioned and construction has started. Some private buildings available around the Academy have been acquired for residential and other use of the Academy. A Committee is being constituted to make a detailed review of the requirements of accommodation and other ancillary facilities with reference to the expending training programmes at the Academy as recommended by the Estimates Committee and further action will be taken as soon as the Committee's Report is received.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 26-8-76]

Comments of the Committee

The recommendation of the Committee appointed by Government together with the decision of the Government thereon may be intimated to the Estimates Committee.

Recommendation No. 77 (Para 6.113)

"The Committee attach great importance to the post of the Director of the National Academy of Administration as it is the premier institution for imparting training to All India Services probationers in the country. They note that at present the Director of the Academy is of the rank of Additional Secretary to the Government of India. The Committee suggest that the post of Director should have a proper status, commensurate with its importance so as to attract a most talented officer of proven integrity and outstanding record with optitude for such a work and whose services can be retained as the head of the National Academy for some years. The facilities provided to the Director of the Academy at a place like Mussoorie should be commensurate with his duties and responsibilities and in no case, be less than those provided to the Directors of Institutes of Management, Administrative Staff College and Vice-Chancellors of the Universities."

Reply of the Government

Government have noted the observations of the Committee for necessary action.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 26-8-76]

Recommendation No. 78 (Para 6.114)

"The Committee need hardly stress that the Director for this Academy should be selected with the greatest care. On account of the

onerous nature of duties and the impact that the Director has on the minds of the young probationers, it is necessary that a really meritorious person is selected for this post. He should be an outstanding administrator who has distinguished himself in the field and has an unsullied record of integrity and dedication to work. He should be able to inspire and mould the young officers by his personal example. The Director should be dynamic and innovative by nature and he should be well-versed in the cultural traditions of the country. The Committee would like Government to keep all these considerations in view while selecting the Director of the Academy."

Reply of the Government

Government accept the Recommendation, and would keep the observations of the Committee in view while selecting the Director of the Academy.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 26-8-76]

Recommendation No. 79 (Para 6.115)

"The Committee realise that since the post of the Director is of an academic nature and does not carry power and influence that are normally associated with high administrative posts in the Secretariat, very few persons of merit would be attracted to this assignment. As an experienced retired senior administrator has stated, there is an impression that only persons who could not be fitted elsewhere, are posted to the Academy. The Committee are strongly of the view that such an impression should be dispelled. Moreover, as already recommended by the Committee the status and facilities to be provided to the Director should be liberalised so as to attract really outstanding administrator to this post. Government may also like to recognise the services of the incumbent of this post who makes outstanding contribution during his tenure at the Academy. The intention of the Committee is that the Directorship of the Academy should become a coveted post among the All India Services."

Reply of the Government

Government have noted the observations of the Committee. The Director's post should indeed be made coveted.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I),

Recommendation No. 80 (Para 6.116)

"The Committee would also suggest that the performance of the Director and the functioning of the Academy should be closely watched so that remedial measures may be taken whenever necessary without loss of time."

Reply of the Government

Government accept the Recommendation. The performance of the Director and the functioning of the Academy are already being kept under close watch. Remedial measures are being taken, whenever necessary.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 26-8-76]

Recommendation No. 81 (Para 6.117)

"The Committee further suggest that the tenure of the post of the Director of the Academy may preferably be five years so as to provide continuity of direction at the top."

Reply of the Government

Government accept the Recommendation in principle. Depending on the exigencies of Service, all efforts will be made to select for the post of Director of the Academy officers who are prepared to stay there for a reasonable span of time which may not be less than three years.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 26-8-76]

Recommendation No. 83 (Para 6.125)

"The Committee also suggest that by way of additional incentives and also to keep their knowledge upto date, the teaching staff of the Academy may be accorded special consideration for undergoing advanced and specialised courses relevant to the subject of their teaching in appropriate institutions in the country as well as abroad. After training, these officers should be required to spend a spell of time at the Academy where their newly acquired knowledge and experience should be utilised for training of other officers|probationers."

.. Reply of the Government

Government accept the Recommendation for necessary action subject to availability of funds and facilities.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 26-8-76]

Comments of the Committee

Please see paras 1.20 to 1.22 of Chapter I of the Report.

Recommendation No. 84 (Para 6.126)

The Committee note that the existing academic staff in the Academy is inadequate to meet the increasing requirements. They understand that the need for additional academic staff in the Academy has already been agreed to in principle. The Committee see no reason why adequate staff could not be provided to the Academy. They would like this matter to be dealt with utmost expedition so that the staff is in position before the commencement of the foundational course for the next batch of officers. They would like to be informed of the progress made in the matter.

Reply of the Government

Action for sanctioning additional staff to the Academy is being pursued on priority basis. A senior officer of the Ministry of Finance (Deptt. of Expenditure) visited the Academy on July 12, 1976 to assess the requirements for himself necessary orders are expected to be issued shortly. An intimation will be sent to the Estimates Committee as soon as the sanction is issued.

Further Information Called for by the Committee

Please furnish a note giving the following information:

(i) Additional requirements of staff projected by the Academy (with date of communication to Government).

(ii) Additional staff sanctioned with date of sanction.

(iii) Additional staff actually in position as on 1st January, 1977.

Further Reply of the Government

(i) The original proposal for the Additional Academic staff at the Lal Bahadur Shastri National Academy of Administration, Mussoorie was received in the Department on 21-7-73. The proposal asked for the following additional academic staff:—

Professor	— 3	(including upgradation of two posts of Professors to Senior Professors).
Reader	— 5	
Instructor	— 1	

(ii) The following additional staff was sanctioned by the Government *vide* order dated 24-11-1976:—

(i)	Reader in Public Admn.	One
(ii)	Reader in Pol. Theory and Constitutional Law.	One
(iii)	Reader in Economics	One
(iv)	Reader in Hindi	One

(iii) Proposals of the Director for appointments on the newly created posts are still awaited, and the additional staff was not in position on 1-1-1977.

[Department of Personnel & A.R. O.M. No. 28013|1|76-AIS(I) dated 4-3-1977].

Recommendation No. 85 (Para 6.127)

"The Committee feel that it would be better if the academic staff is drawn from University faculties on tenure basis. This is possible only if the scales of pay and other facilities at the Academy are made really attractive as has already been recommended by the Committee."

Reply of the Government

Government have noted the Recommendation for necessary action.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 26-8-76]

Recommendation No. 86 (Para 6.128)

"The Committee further recommend that with a view to attract to the Academy officers who have the ability, competence and aptitude for imparting training and to enable the Academy to retain the services of such officers, a system of proforma promotion should be introduced so that an officer appointed to the Academy could be retained in the academy for a length of time without affecting his chances of promotion under Government in the normal course."

Reply of the Government

Since the acceptance of this recommendation will have wider repercussions and will involve financial obligations, the recommendation is being examined in detail in consultation with Finance.

Further Information called for by the Committee

What is the decision of the Government on the recommendation of the Committee.

Further Reply of the Government

The matter was examined in consultation with Ministry of Finance and the existing decision of Government under F.R. 22 is

sufficient for providing "proforma promotions" as recommended by the Estimates Committee. In some cases such promotions have also been given.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 4-3-77)

Recommendation No. 88 (Para 6.134)

"The Committee would like Government to organise Orientation Courses for the academic and directing staff of the Academy so that the teaching and directing staff are fully cognisant of the requirements of training and the priorities which are to be observed in this regard."

Reply of the Government

Government accept the Recommendation of the Committee for necessary action.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 26-8-76]

Recommendation No. 89 (Para 6.142)

"The Committee recommend that Refresher Courses of training should be made compulsory for Indian Administrative Service Officers at two stages of their career—once between 6th and 10th year and other between the 10th and 15th year of service. To make the Refresher Courses really useful, it is necessary that the contents and duration of the Courses are carefully worked out after taking into account the requirements of the service."

Recommendation No. 90 (Para 6.143)

"The Committee further suggest that with a view to ensure that all officers attend these Refresher Courses, the successful completion of these courses may be made at essential qualification for further promotion."

Recommendation No. 91 (Para 6.144)

"The Committee would also like Government to ensure that officers deputed for Refresher Training, take their training seriously and actively participate in the training programme. For this purpose it is necessary that a system of objective assessment and evaluation of the extent of assimilation of training by each trainee is introduced."

Recommendation No. 92 (Para 6.145)

The Committee consider the introduction of compulsory Refresher Courses very necessary. They therefore stress that adequate funds should be provided for starting and running these courses at an early date.

Reply of the Government on Recommendation Nos. 89, 90, 91 and 92

Government accept the above recommendations in principle. Necessary training facilities will, however, have to be created gradually before successful completion of the proposed Refresher Courses can be made an essential qualification for further promotion of IAS officers. Necessary action is being initiated to create the physical facilities, work out the contents and duration of the courses and make other arrangements for running the training programmes. In designing career management, this recommendation will be borne in mind.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I), dated 26-8-76]

Comments of the Committee

The Committee trust that necessary arrangements for Refresher Courses for IAS Officers would be expedited.

Recommendation Sr. No. 93 (Para 6.154)

The Committee feel that the existing provisions regarding grant of study leave are hardly attractive. In the opinion of the Committee, Government servants should be encouraged to proceed on study leave, with a view to equip themselves better in the interest of service. The Pay and allowances and the facilities to be provided to a Government servant during study leave should not in any way be less than what he would have drawn while on duty. The Committee would like Government to examine this matter thoroughly and liberalise the terms and conditions relating to the grant of study leave to Government servants (including retention by the Government servant of the Government accommodation) during the period of leave with a view to encourage them to avail of this facility to improve their outlook, mental and intellectual perception and horizons. In this connection the Committee like to point out that the recipients of the Jawaharlal Nehru Fellowships during the period of study leave receive in addition to the benefits of the Fellowships leave salary, Dearness Allowance, House Rent Allowance and during the first six months of the leave period city com-

pensatory allowance also. The Committee would like Government to examine to what extent these facilities could be extended to all Governments servants proceeding on Study leave.

Reply of the Government

The Committee's recommendations have been considered by the Government and it has been decided to liberalise the existing provisions of the study leave rules in the following manner:—

(a) Both in cases of Study Leave in India and outside India, Government servant should be entitled to draw Dearness Allowance in addition to his full basic pay;

(b) Government servant in occupation of Government accommodation should continue to be provided with Government accommodation, which may be of one or two types below his normal entitlement.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 12-4-1977]

Recommendation (Sr. No. 94, Para 6.160)

The Committee would like to stress that the activities of Government in a developing economy have increased greatly in diverse fields which require specialisation and experience. Even coordination and concerted action require special knowledge. The various Departments and Ministries of Government can be grouped into broad fields of specialisation which can be efficiently administered by experienced officers *e.g.* Economics, Financial, Industrial, Agricultural and Rural Development, Social and Educational, Personnel, Defence Administration and Planning. The Committee feel that by proper career planning and postings, it should be possible for Govt. to train the officers and give them opporunities to gain experience in various fields of specialisation. The Committee desire that the officers should normally be deployed in their fields of specialisation upto a certain specified administrative level, both at the Centre and in the States, so as to provide guidance and leadership based on knowledge and understanding in depth of the problems involved.

Reply of the Government

The recommendation has been accepted by the Govt. in principle. Certain guidelines in regard to devising suitable career patterns for

direct recruits to the Indian Administrative Service are being formulated in consultation with the State Governments. As soon as the guidelines are finalised, these will be issued to the State Governments for their guidance and compilance.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Further information called for by the Committee

Please furnish a copy of the guidelines regarding career pattern for direct recruit to the IAS, if since finalised by the Government.

Further reply of Government

A copy of the guidelines, since issued to the State Govts. etc. *vide* this Department's letter No. 1(3)72|CM, dated the 17th June, 1976, is enclosed. (Appendix VI).

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 4-3-77]

Recommendation (Sr. No. 96, Para 7.13)

The Committee trust that the syllabus of the professional training for the IPS probationers has been patterned on the lines recommended by the Committee on Police Training (Gore Committee).

Reply of the Government

The Government have accepted the recommendation. The syllabus of the professional training for the I.P.S. probationers recommended by the Committee on Police Training has been largely implemented. In respect of the areas of legal studies and police science studies as well as outdoor work, the implementation has been full. But in regard to social science studies covering Management and Behaviourial Sciences, the implementation could be considered partial because of the absence of the proper staff to handle these subjects. The posts of one Professor and two Readers have been sanctioned recently for the National Police Academy and it will now be possible to implement the new syllabus relating to these areas in full. At present, the subjects of Management and Behaviourial Sciences are being taught with the help of the Guest Faculty. In conclusion, it may be stated that the syllabus of the professional training for IPS Probationers has been patterned on the lines recommended by the Committee on Police Training.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Further information called for by the Committee

Please furnish a note giving the following information:—

(i) Additional staff requirements projected by the National Police Academy (with date of communication of proposal).

(ii) Additional staff sanctioned (with date of communication of sanction).

(iii) Additional staff actually in position as on 1-1-1977.

(iv) Difficulties being experienced in this regard, if any.

[Lok Sabha Secretariat O.M. No. 5/11/EC/76 dated 31st January, 1977].

Further reply of Government

In the reply it was stated that in regard to social science studies covering Management and Behaviourial Sciences, the implementation could be considered partial because of the absence of the proper staff to handle these subjects. The information now required is furnished below:

(i) Additional staff requirement projected by the National Police Academy (with date of communication of proposal)—

Professor	1	8-4-1975
Readers	2	
Stenographer	1	

(ii) Additional staff sanctioned (with date of communication of sanction)—

Professor	1	24-5-76
Readers .	2	
Stenographer	1	

(iii) Additional staff actually in position as on 1-1-1977 — Nil

(iv) Difficulties being experienced in this regard, if any.—

The post of Professor in Business Management has been sanctioned in the Scale of Rs. 1500-60-1800 and the two posts of Readers in Behaviourial Sciences and Teaching Methodology have been sanctioned in the scale of Rs. 840-40-1000-EB-40-1200. Considering the importance of these subjects, the source of recruitment for these posts has to be the Institutes of Management or the University Departments, but since the pay scales are lower than the UGC's scales of pay, it has not been possible to find suitable candidates for the posts. In his proposal dated the 3rd December, 1976, the Director, N.P.A. has suggested that all the three posts may now be sanctioned

in the grade of Professor carrying a pay scale of Rs. 1500-2000 on the same lines as at the L.B.S. National Academy of Administration, Mussoorie. This proposal is under examination in the Ministry.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 4-3-77]

Recommendation (Sr. No. 97, Para No. 7.14)

The Committee recommended that the existing Board of visitors for the National Police Academy should be expanded to include senior public servants, eminent educationists and experts on public and police Administration and its terms of office and functions should be precisely laid down. The Committee consider that the syllabus of the professional course of training should be reviewed by the Roard every five years so as to reflect the current needs of training in the light of the changed socio-economic milieu.

Reply of the Government

The Government have accepted and implemented the recommendation. Sardar Vallabhbhai Patel National Police Academy Board, constituted *vide* MHA office order No. 1/28/76-Trg/BPR&D (9) dated 20th May, 1976 (copy enclosed)—(Appendix VII) now replaces the earlier body. This Board will have the following composition:

Chairman	Union Home Secretary
Members . .	1. Special Secretary, MHA.
	2. Special Secretary, Cabinet Secretariat.
	3. Prof. M.S. Gore, Director, Tata Institute of Social Sciences, Bombay.
	4. Director IIPA, New Delhi.
	5. Principal, Administrative Staff College of India, Hyderabad.
	6. Director, Intelligence Bureau.
	7. Director, C.B.I.
	8. Director General, C.R.P.F.
	9. Direcor General, B.S.F.
	10. Two Inspectors General of
	11. Police.
	12. Joint Secretary (Police) MHA.
Member-Secretary	Director (Training)

The Board will pay visit to SVP NPA at least once during a calendar year for undertaking an annual stock taking of the work of the Academy and for making recommendations to the Ministry of Home Affairs for improving the training of IPS officers. The Board will review every three years the syllabi of the various courses, examine the adequacy or otherwise of the educative material available at the Academy, suggest improvements in the methodology of training, make suggestions for changes in the list of guest speakers|visiting professors, examine the quality and calibre of directing and instructional staff, make recommendations for improvement in the physical facilities and finally to examine the system of evaluation. Further they will be free to make recommendations on any of the matters having relevance to the effectiveness of training. The life of the Board will be for a period of three years after which its composition will be reviewed.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Further information called for by the Committee

(a) Please indicate the number of meetings of the Board held since its constitution in May, 1976 and broad decisions taken.

(b) What are the views of the Government on the need and desirability of including as Members of the Board. (i) A jurist of standing, and (ii) the Director of the National Police Academy.

[Lok Sabha Secretariat O.M. No. 5/11/EC/76 dated 31st January, 1977]

Further reply of Government

(a) It is proposed to hold a meeting of the Board shortly and the Director, Sardar Vallabhbhai Patel National Police Academy has been addressed to suggest suitable dates and items deserving special attention.

(b) (i) As it is, the Sardar Vallabhbhai Patel National Police Academy Board is quite large with 14 members. Looking to the functions of the Board, it is not considered necessary to include a jurist as Member of the Board.

(ii) As mentioned in para 2 of the Office Order dated 20th May, 1976 regarding constitution of the SVP NPA Board the Board will pay visits to the SVP NPA, Hyderabad for undertaking an annual

stocktaking of the work of the Academy and making recommendations to the MHA. It would, therefore, be awkward for the Director, SVP NPA to be a Member of the Board which would undertake annual stocktaking of the work of the Academy. In any case, the Director will be present and associate himself with the work of the Board during the visits. Therefore, the Director of the SVP NPA has not been included in the Board.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 4-3-77]

Recommendation (Sr. No. 98, Para 7.16)

'The Committee have no doubt that if the young Police Officers are imbued with a real feeling of concern for the redressal of grievances of the oppressed and down-trodden who seek their assistance it would not be too difficult to change their image over the years. They would therefore like that during the training period great emphasis should be laid on building an attitude of service and genuine concerns for the under-privileged and weaker sections of society in these young officers. To this end, a specially designed orientation programme should be drawn up by the Academy with the assistance of knowledgeable persons and public men of proven standing, merit and service to public and it should be earnestly implemented during the course of training not only at the Academy, but also during on-the-job training in the States.'

Reply of the Government

The Government of India have accepted and implemented the recommendation. At the National Police Academy, Hyderabad every effort is being made to imbue the IPS Probationers with a genuine concern for the under-privileged and weaker sections of society and to build in them an attitude of service. A rural field exposure programme was recently organised in three villages of Andhra Pradesh. The Probationers were divided into three groups and each group, under an Assistant Director, camped in a village for eight days. Their mixing with the weaker sections and under-privileged classes of the village and their collaboration in activities of public utility sensitised them to their difficulties and problems, thereby inculcating an attitude of sympathy and service. Shramdans were organised to make the trainees understand the dignity of labour and inculcate service consciousness by working hand in hand with lower staff. A seminar was organised on "The Role of Police in Redress of Grievances of Weaker Sections of the Society". Lectures

were delivered on topics like "Police Public Relations", "Police Role in dealing with problems of weaker sections of the community", "20 point programme", not only by the directing staff but also by academicians and publicmen of proven standing. These programmes are now a part of the institutional training at the NPA.

As regards on the job training, or inservice training programme, a Seminar was organised for officers of the rank of Inspector General and Additional Inspector General of Police and two Seminars were organised for DIGs of Police. For officers of the rank of SP, the Institute of Criminology and Forensic Science runs regular 10 days course on "Police Community Relations", six times a year. Some of the important topics covered in this course are "Police and Minority Groups and Backward Classes", "Practical methods of gaining public support in rural areas with a special reference to tribal areas", "Attitude of Police Officer with particular reference to under-privileged sections of the society", "Role of the Police in removing the stigma against under-privileged and socially backward sections of the society". The speakers include knowledgeable persons and public men of proven standing, merit and service to public e.g. Members of Parliament, Pro-Vice Chancellors and academicians of high standing from University and leading figures from public life. At the instance of the Directorate of Training the NPA organised a 10 day course on the "Dynamics of Relationships" in collaboration with Professor Nintish R. Day, and his faculty, for officers who would conduct similar courses on their return to the States. More such courses will be organised from year to year.

[Department of Personnel and Administrative Reforms O.M. No. 28013/1/76 AIS-I dated 19-8-76.]

Further Information called for by the Committee

Government may indicate whether the syllabus of training of IPC probationers has since been modified in the manner suggested by the Committee.

[Lok Sabha Secretariat O.M. No. 5/21/EC/76, dated 31st Jan., 1977.]

Further Reply of Government

The Committee on Police Training which was headed by Prof. M. S. Gere, Director, Tata Institute of Social Sciences, Bombay and Chairman, Indian Council of Social Sciences Research, New Delhi included knowledgeable persons and public men of proven standing,

merit and service to public and in their Report the Committee expressed grave concern about orientation and development of appropriate attitudes in police officers in order that they have a real feeling of concern for the redressal of grievances of the public and the weaker sections and under-privileged classes of society in particular. In devising the syllabus, they kept this particular requirement in view and introduced new items on "Modern India and the Role of the Police", "Management Concepts and Techniques and "Human Behaviour and Police Attitudes". An extract of these items from the syllabus of the basic course for IPS probationers is enclosed (Appendix VIII). As mentioned in the reply to recommendation No. 96 (para 7.13). The syllabus of the professional training for the IPS probationers recommended by the Committee on Police Training has been largely implemented and in regard to social science studies covering management and behaviourial sciences, the implementation could be considered partial because of the absence of the proper staff to handle these subjects. At present, these subjects are being taught with the help of the Guest Faculty. However, since the syllabus of training of IPS probationers has since been modified on the lines recommended by the Committee on Police Training, the syllabus as in force now meets the requirements of the recommendation made by the Estimates Committee.

[Department of Personnel and Administrative Reforms O.M. No. 28013/1/76 AIS-I dated 4-3-77.]

Recommendation (Sr. No. 99, Para 7.20)

The Committee note the problems faced by the National Police Academy regarding shortage of accommodation, inadequacy of training staff, terms of employment of staff on deputation, training facilities for the trainers, modernisation of equipment and the scale of honorarium to guest lecturers and the powers of the Director in this regard. The Committee would like the Ministry of Home Affairs to consider the various suggestions made to the Committee at the Academy as enumerated in the earlier paragraph and take expeditious decisions thereon and inform them.

Reply of the Government

The Government of India have accepted the recommendation and

also implemented the same with regard to a number of suggestions. The details are as follows:—

(i) *Shortage of Accommodation*—

(a) During his visit to Hyderabad on 7-6-1976, the Joint Secretary (Police) M.H.A. met the Chief Secretary and Home Secretary of Andhra Pradesh Government in connection with finding accommodation for the Central Industrial Security Force which is occupying a substantial part of the SVP NPA campus. The Andhra Pradesh Government have promised to help and it is hoped that the accommodation released by the CISF will become available to the SVP NPA in the near future to meet its requirements.

(b) The Government of India have issued the necessary sanction for acquisition of about 75 acres of land for the SVP NPA. The Government of Andhra Pradesh have directed the Collector, Hyderabad district to place the land measuring 66.06 acres at the disposal of the SVP NPA and to expedite valuation proceedings in respect of the land measuring 9.34 acres.

(c) A detailed proposal for a water reservoir has been received from the SVP NPA and has been taken up with the Ministry of Finance.

(ii) *Inadequacy of Training Staff*

The posts of one Professor (Management) and two Readers (Behaviourial Science and Teaching Methodology) have since been sanctioned for the SVP NPA.

(iii) *Selection of Staff*

(a) The State Governments have been addressed to assist in the matter of selection of staff for the SVP NPA by sparing at least one officer asked for by the Director, SVP NPA [A copy of MHA letter No. 1/28/76/BPR&D (3) dated 3-7-1976 is enclosed].

(b) In para 11 of Chapter XIV of their Report, the Committee on Police Training recommended that the normal tenure of the instructional staff should before three years which may be extended to five years in the case of officers found eminently suitable. The Government of India have adopted this recommendation and intimated the States to that effect [A copy of MHA letter No. 7/28/76/BPR&D (3) dated 3-7-1976 is enclosed].

(c) The suggestion regarding proforma promotion to officers in the Academy when their turn for promotion comes in the State mainly relates to officers taken on deputation as Assistant Director. In order that officers in the level of Assistant Director complete their tenure at the SVP NPA, it has been decided that while making selection, only such officers should be selected who are not in the promotion zone for a reasonable period of time. This would also apply to selection for the post of Deputy Director at the SVP NPA. In regard to protection of pay of an Assistant Director in the Selection Grade when it becomes due in the State, it has been decided that the MHA will take up each individual case with the Ministry of Finance.

(d) As regards special pays and upgradation of Instructors to the level of Junior Class I Officers, the position is as follows:

Special pays of employees of the Academy of the rank of Inspector and below have been sanctioned at the rates which are higher than the rates sanctioned to corresponding ranks in the Delhi Police.

Special pays of IPS ADs and DDs are being continued at the level which was obtaining before 1-1-1973. The suggestion that they should be brought up to a level to make the posts of Instructors in the Academy attractive to intending deputationists has been taken up with the Ministry of Finance.

As regards Dy. S. P. Instructors (there are four such posts), their pay scales have been revised in accordance with the recommendations of the Third Pay Commission. A case has also been taken up with Ministry of Finance that special pays attached to these posts prior to 1-1-73 should be continued with the revised pay scales. The suggestion to upgrade these posts to Class—I status shall also be taken up shortly with Ministry of Finance.

(e) The question of prividing cent-per-cent housing and other facilities to deputationists has been receiving the attention of the Government of India. The Ministry of Finance have agreed in principle to the construction of the Director's residence and four type IV flats. Earlier

there was ban on construction of residential accommodation. That ban has been relaxed very recently. The Director, SVP NPA has been asked to get the revised estimates prepared for four type IV flats and also indicate the likely approximate expenditure so that the case can be taken up with the Ministry of Finance on a priority basis. In regard to future programme for additional flats, action will be taken on receipt of plans and estimates, in a phased manner. The Karnataka Government has agreed to donate a Primary School building for the children of the staff.

(f) It has been decided that service in the Academy should be counted among the special qualifications for preferment in service. [A copy of letter No. 1/28/76/BPR&D (3) dated 3-7-1976 issued to the States is enclosed] (Appendix IX).

(iv) *Training of Trainers*

It has been decided that preference will be given to the Training Staff of the Academy for deputation on training abroad.

(v) *Guest Lecturers*

The Government of India have already sanctioned payment of honorarium at enhanced rates to guest lecturers and visiting professors vide the Ministry's letter No. 13|24|75-FP-II, dated 5-1-1976. These rates are on par with those sanctioned for the LBSNAA Mussoorie. The question of increasing the Director's power to sanction honorarium from Rs. 500/- to Rs. 1,000/- is being taken up with the Ministry of Finance.

(vi) *Modernisation of Equipment*

Director NPA has been asked to project his requirements in a phased manner. On receipt of proposals from the Director, SVP NPA efforts will be made to provide funds in the current year's budget for urgently required items.

(vii) *Status of the Academy*

The Cabinet has imposed a ban on the upgradation of posts

and the question of enhancement of the status of the Academy will be considered at the appropriate time.

[Department of Personnel & A. R. O.M. No. 28013|1|76-AIS(I) dated 19-8-76]

Further information called for by the Committee

"(a) The latest position regarding the release of accommodation occupied by the National Industrial Security Force may be indicated.

(b) What is the programme for modernisation of equipment physical and financial?

(c) What is the Government's view on the proposal for parity in the system of special pay applicable to posts in the Academy with the system obtaining in I. B. and C.B.I."

[Lok Sabha Secretariat O.M. No. 5|11|EC|76, dated 31st January, 1977].

Further reply of Government

"(a) In furtherance of the assurance given by the Andhra Pradesh Government to help in finding alternative accommodation for the CISF, efforts were made by the Director, Sardar Vallabhbhai Patel National Police Academy and Principal, CISF College, Hyderabad to obtain buildings like Mozamjahs palace, Chau Mahal and other privately owned buildings, but none could be made available. Now in December 1976 the Chief Secretary to Government of Andhra Pradesh has been requested for acquiring and allotting the Falaknuma palace for the CISF Training College. Decision of the Andhra Pradesh Government is awaited.

(b) In B. E. 1976-77 the SVP National Police Academy had a budget provision of Rs. 70,000 for purchase of machinery and equipment. This was enhanced to Rs. 2.50 lakhs in R.E. 1976-77. Out of this amount sanction has issued on 10-1-77 for the purchase of equipment worth Rs. 65,000/-. Further proposals from the Academy are awaited upto the extent of the revised budget provision this year. In the B.E. 1977-78, provision has been made for an expenditure of Rs. one lakh for similar purchases. If the Academy needs more funds it will be possible later in the year to meet their requirement.

(c) The question of suitably enhancing the special pays applicable to Deputy Directors and Assistant Directors has been taken up with the Ministry of Finance".

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I) dated 4-3-1977]

Recommendation No. 100 (para 7.21)

"The Committee feel that the scheme of special pays attached to posts in the Academy should be such as to attract to the Academy qualified and able public servants. Further, the teaching staff of the Academy should not have a feeling that their promotion prospects under Government would be adversly affected if they continue to remain in the Academy. In fact, a spell at the Academy should be reckoned as a special qualification for promotion to higher ranks. In this connection, the Committee would suggest the introduction in the Academy of a system of proforma promotion so that an officer serving the Academy could be retained in the Academy for a length of time, without affecting his chances of promotion under Government in the normal course".

Reply of the Government

The Government of India have accepted the recommendation and also implemented the same with regard to some of the suggestions. Details are as follows:

(i) As regards special pays and upgradation of Instructors to the level of Junior Class I Officers, the position is as under—

Special pays of employees of the Academy of the rank of Inspector and below have been sanctioned at the rates which are higher than the rates sanctioned to corresponding ranks in the Delhi Police.

Special pays of IPS ADs and DDs are being continued at the level which was obtaining before 1-1-1973. The suggestion that they should be brought up to a level to make the posts of Instructors in the Academy attractive to intending deputationists has been taken up with the Ministry of Finance.

As regards Dy. S. P. Instructors (there are four such posts) their pay scales have been revised in accordance with the recommendations of the IIIrd Pay Commission. A case has also been taken up with Ministry of Finance that special pays attached to these posts prior to 1.1.73 should be continued with the revised pay scales. The suggestion to upgrade these posts to class I status shall also be taken up shortly with Ministry of Finance.

(ii) It has been decided that service in the Academy should be counted among the special qualifications for preferment in service. A copy of D.O. letter No. 1|28|76| BPR&D (3) Dated 3rd July, 1976 issued to the States is enclosed (Appendix IX).

(iii) The suggestion regarding proforma promotion to officers in the Academy when their turn for promotion comes in the State mainly relates to officers taken on deputation as Assistant Director. In order that officers in the level of Assistant Director complete their tenure at the SVP NPA, it has been decided that while making, selection, only such officers should be selected who are not in the promotion zone for a reasonable period of time. This would also apply to selection for the post of Deputy Director at the SVP NPA. In regard to protection of pay of an Assistant Director in the Selection Grade when it becomes due in the State, it has been decided that the MHA will take up each individual case with the Ministry of Finance.

[Department of Personnel & AR. O.M. No. 28013|1|76-AIS(I) dated 19-8-76]

Recommendation No. 101 (para No. 7.31)

"The Committee consider that the IPS officers should, as a matter of course, be required to undergo refresher training courses. They, therefore, recommend that Government should work out a scheme of refresher courses of training which all the IPS officers may be required to undergo at specified stages of their career. To make the Refresher Courses really useful, it is necessary that the contents and duration of the courses are carefully worked out after taking into account the requirements of the service. The Committee feet that refresher courses should lay greater stress on the development of management abilities, mass communication techniques; intelligence work with special reference to counter insurgency and detection of cases of corruption and economic offences etc."

Reply of the Government

The Government have accepted and complied with the recommendation. A comprehensive Scheme of Career Planning for IPS officers has been drawn up and circulated to all the States. This scheme provides for a number of refresher and specialist functional courses of training which the IPS officers will be required to undergo at appropriate stages of their carees. The content and duration of the courses have been carefully worked out after taking into account the requirements of the Service. These courses cover all the main topics mentioned by the Estimates Committee in their recommendation. A copy of D.O. letter No. 9|5|72-Pers. II, dated 29th April, 1976 addressed by the Union Home Secretary to all the Chief Secretaries of the States is enclosed (Appendix X).

[Department of Personnel & A.R. O.M. No. 28013|1|76-AIS(i) dated 19-8-76]

Recommendation No. 102 (Para 7.32)

"The Committee further suggest that with a view to ensure that all officers attend these Refresher Courses, the successful completion of these courses may be made an essential qualification for further promotion."

Reply of the Government

The Government have accepted the recommendation.

2. The Refresher Courses, as such, are the Senior Officers' Course which is already being conducted at the NPA and the Police Executive Development Programme which is going to be organised in the near future. Since the Senior Officers' Course is prescribed for officers with 8 to 10 years of service, it has been decided to put through all IPS officers having a seniority of 1966 (year of allotment) and onwards through this course. The Government of India have also made this course compulsory for all selections and promotions in the Central Police Organisations and have advised the State Governments to follow suit. A copy of D.O. letter No. 9|5|72-Pers. II dated 21-7-1976 addressed by the Union Home Secretary to all the Chief Secretaries of the States is enclosed (Appendix XI).

[Department of Personnel & A.R. O.M. No: 28013|1|76. AIS(I) dated 19-8-76]

Recommendation No. 103 (Para No. 7.33)

"The Committee would also like Government to ensure that officers deputed for Refresher Training, take their training seriously and actively participate in the training programme. For this purpose it is necessary that a system of objective assessment and evaluation of the extent of assimilation of training by each trainee is introduced".

Reply of the Government

The Government have accepted the recommendation.

2. At present, objective assessment and evaluation of the extent of assimilation of training by each trainee is done in the Basic Course for IPS Probationers. It consists mainly of written examination in theoretical subjects, practical tests in outdoor work and guide officer's assessment reports regarding general behaviour and co-curricular activities.

3. The above system, however, cannot be made applicable to the Senior Course Officers who come for training with an experience of 8 to 10 years of service to their credit. They should be encouraged to give talks, hold discussions, and write syndicate papers on elaborate subjects of study. Case studies are provided to them and discussions are held on these so as to assess their impact on the trainees. They are further encouraged to write research papers under the guidance of the faculty members. Evaluation in such cases can only be done by continuous assessment of participation in programmes in the class-rooms, where lectures are normally followed by questions and answers, group discussions, role-playing and problem oriented exercises as well as during tutorials and by a general assessment of attitudes by senior officers. Any rigid system of examination will have the effect of discouraging free and frank discussion and participation in the programme which is very necessary for interchange of ideas and acquisition of knowledge at that level. The system of assessment in vogue for the Senior Officers' Course is therefore, of a general nature.

4. The other refresher course which is yet to be organised is the Executive Development Programme for officers of D.I.G.'s level. In their case also the system of assessment will be of the type mentioned for the Senior Officers' Course.

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Recommendation No. 104 (Para 7.34)

"The Committee consider the introduction of compulory Refresher Courses very necessary. They, therefore, stress that adequate funds should be provided for starting and running these courses at an early date".

Reply of Government

The Government have accepted the recommendation.

2. Necessary provision will be included in the budget proposals at the R.E. stage 1976-77.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-4-1976]

Recommendation (Serial No. 106, Para 8.4)

The Committee desire that the Panel of Forestry Education should be reconstituted immediately and it should meet at least once in six months and keep a close watch not only on the state of forestry education in the country but also on the proper functioning of the Forest Research Institute and Colleges which is the only institution of its type in the country, catering to the needs of the Indian Forest Service and foreign students in the field of forestry.

Reply of Government

A Panel on Forestry Education on the Central Board of Forestry was first constituted in 1965 to provide expert assistance to the Central Board of Forestry. The Panel was subsequently reconstituted in 1969 for a period of three years. The panel on Forestry Education has again been reconstituted vide Department of Agriculture Resolution No. C. 11018/8/72-FRY-F, dated 31-12-1975. However, it may not be necessary to hold the meetings of this Panel every six months. The rules of procedure in the Resolution constituting the panel, lays down that the panel shall normally meet once a year. Attempts will, however, be made to have meetings oftener, if circumstances require them.

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Recommendation (Serial No. 108, Para 8.14)

The Committee recommend that the syllabus for the professional training of the Indian Forest Service probationers should be reviewed by the Panel on Forestry Education in order to lay increased em-

phasis on the utilisation of latest technique in conservation and development of forest resources and in the purposeful exploitation of forest wealth. The syllabus of the course should be reviewed at least once every five years so as to reflect the latest developments in the field of forestry.

Reply of Government

Forestry training for the Indian Forest Service probationers at the Indian Forest College under the auspices of the Forest Research Institute and Colleges, Dehra Dun was started in 1968. A question of modifying and streamlining the syllabus which was in force upto that year was taken up by the Panel of Forestry Education. A revised syllabus incorporating the changes approved by the Panel has been introduced from 1971. In order to implement the recommendations of the Estimates Committee regarding review of the syllabus further, an informal Working Group has been set up under the Chairmanship of the Inspector General of Forests. A copy of the order constituting the Group is enclosed (Appendix XII). The informal Working Group will report to the Panel of Forestry Education for consideration and final decision. The revision of the syllabus could be a continuous process for the Panel on Forest Education.

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Recommendation (Serial No. 109, Para 8.15)

The Committee suggest that apart from the technical aspects of forestry, training course for the Indian Forest Service probationers should include a special programme of orientation of the probationers to develop in them an abiding interest in the welfare of Tribals and adivasis who traditionally subsist on forest products. Emphasis should also be placed during training on the utilisation of latest techniques in conservation and development of forest resources and in the judicious use of mechanisation for exploitations of forest wealth in the country. The Committee recommend that these aspects should be kept in view while redesigning the professional training course for I.F.S. probationers.

Reply of Government

The recommendations of the Estimates Committee are being brought to the notice of the informal Working Group for consideration while reviewing the syllabus. The views of the Group will also be placed before the Panel on Forestry Education.

[Department of Personnel and A.R. O.M. No. 28013|1|76-AIS(I) dated 19-8-76]

Recommendation (Serial No. 111—Para 8.20)

The Committee would like the Ministry of Agriculture also to evolve, in consultation with the Forest Research Institute and the State Governments, suitable guidelines for the States in regard to the pattern of on the job training of Indian Forest Service probationers so as to bring about a measure of uniformity in this regard in all the States. The Ministry should also keep a watch on its implementation by the States so that a certain uniformity of approach is ensured and timely action is taken to resolve difficulties, if any.

Reply of Government

The recommendation is accepted. Action is being taken to evolve the guidelines through the Informal Working Group and the Panel on Forestry Education.

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Recommendation (Serial No. 114, Para 8.31)

The Committee feel that the Indian Forest College which caters to the needs of the Indian Forest Service and also of foreign students in the field of Forestry, should have adequate accommodation like hostels, lecture-rooms and other ancillary facilities. It should also have adequate Library facilities and necessary transport for use during local and short distance tours of the probationers and other students. The Committee recommend that Government should release adequate funds for providing the necessary facilities to the College.

Reply of Government

The recommendation is accepted. Action is being taken to prepare estimates of likely requirements of funds.

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Recommendation (Serial No. 115, Para 8.38)

The Committee recommend that Government may work out a scheme of Refresher Courses of training which all the Indian Forest Service officers may be required to undergo at specified stages of their career. It is necessary that the contents of the Refresher Courses are worked out with great care, taking into account the job requirements. It should also be ensured that the duration of these courses is long enough to enable the trainees to derive full benefit of the course.

Reply of Government

The recommendation is accepted. It is being brought to the notice of Informal Working Group for designing the refresher courses which will then be considered by the Panel on Forestry Education for finalisation.

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Recommendation (Serial No. 117, Para 8.40)

The Committee would also like Government to ensure that officers deputed for Refresher Training, take their training seriously and actively participate in the training programme. For this purpose it is necessary that a system of objective assessment and evaluation of the extent of assimilation of training by each trainee is introduced.

Reply of Government

The recommendation is accepted and it is being brought to the notice of Informal Working Group so that they may take this into consideration in evolving a system of objective assessment and evaluation for each of the refreshers' courses to be evolved. It will be later placed before the Panel on Forestry Education.

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Recommendation (Serial No. 118, Para 8.41)

The Committee consider the introduction of compulsory Refresher Courses very necessary. They, therefore, stress that adequate funds should be provided for starting and running these courses at an early date.

Reply of Government

The recommendation is accepted, in principle. After the refresher courses are designed and approved by the Panel on Forestry Education, an estimate of likely requirement of funds will be made and necessary action taken. But apart from funds required for starting and running the courses, suitable funds will also have to be provided by the States, who are beneficiaries, in the shape of pay and allowances, Travelling Allowances, specific stipend etc. of the trainees.

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

CHAPTER III

RECOMMENDATIONS/OBSERVATIONS WHICH THE COMMITTEE DO NOT DESIRE TO PURSUE IN VIEW OF THE GOVERNMENT'S REPLIES.

Recommendation No. 1 Para No. 1.12

"The Committee regret to note that although it was decided to create All India Services in the engineering and medical and health services as far back as 1963, these Services have not so far been constituted. They note that this matter has now been taken up at the highest level to secure the willing cooperation of the States in the constitution of these All India Services. The Committee hope that the initiatives now taken, will bear fruit at an early date. The Committee would like to emphasise that the formation of these Services should be expedited and finalised within a fixed time limit to be laid down by the Government."

Reply of Government

The All India Services Act, 1951 was amended in September, 1963, to provide for the creation of, *inter alia,* Indian Medical and Indian Service of Engineers. The present position regarding these Services is as folows:—

Indian Medical & Health Service

Orders were issued, under Section 2A of the All India Services Act, 1951, constituting the Service with effect from the 1st February, 1969. Basic rules regarding recruitment and Cadre management were also finalised in consultation with the State Governments and the Union Public Service Commission and notified in the Gazette of India. However, no action could be taken so far either to constitute the State Cadres of the Service or make initial recruitment thereto because seven State Governments, namely, Assam, Jammu & Kashmir, Karnataka, Maharashtra; Punjab, Tamil Nadu and West Bengal, who had earlier agreed to participate in the Service, subsequently either withdrew their consent to participate in the Service or expressed certain reservations regarding the need for the formation of

this Service. The matter was taken up with the dissenting State Governments requesting them to agree to participate in the Service in the larger national interest. The Governments of Assam, Jammu and Kashmir and Tamil Nadu, have even on reconsideration, reiterated their earlier stand not to participate in the Service. The Government of Karnataka, have since agreed to participate in the Service. The remaining three State Governments are still reconsidering the matter.

Indian Service of Engineers

No formal orders constituting the Service have so far been issued because the Governments of Assam, Jammu & Kashmir, Himachal Pradesh, Kerala, Tamil Nadu and West Bengal, who had earlier agreed to participate in the proposed Service specifically stated that they did not want to participate in the Service. These dissenting State Governments were requested to reconsider the matter and to agree to participate in the proposed Service in the larger national intrest. The Governments of Assam, Jammu & Kashmir and Tamil Nadu have, even on reconsideration, reiterated their earlier stand not to participate in the scheme. The Government of Himachal Pradesh has, however, agreed to participate in the Service. Replies from the remaining State Governments are still awaited.

2. Legally and constitutionally it is possible to constitute the two Services, for which the necessary legislation has already been passed by Parliament, leaving out, for the time being, the States which have not so far agreed to participate in these Services. However, the Central Government feel that it would be desirable to carry as far as possible all the States with it before constituting the cadres of the two Services in such of the States which have already agreed to participate therein because the All India Services being common to the State and the Central Administrations, their efficient working would depend upon the spontaneous cooperation of the States with the Central Government. Efforts are, therefore, being continued to presuade the dissenting State Governments to agree to participate in the two Services.

3. In view of the position explained above, the Government feel that it would not be possible to fix any time limit for the constitution of the cadres of the two Services.

[Department of Personnel & A. R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Recommendation No. 6 (Para 1.35)

The Committee are concerned that the gap between the authorised strength and the number of officers in position had, by 1st January, 1975, reached the level of 20 per cent in the case of Indian Administrative Service, about 14 per cent in the case of Indian Police Service and 25.5 per cent in the case of Indian Forest Service. The Committee emphasise that the widening gap between the authorised strength of the All India Services and the number of officers in actual position, affects the efficiency of administration and the implementation of developmental programmes of Government. In the opinion of the Committee, this gap should not be allowed to continue from year to year. The Committee would like Government to consider that special steps could be taken to at least minimise, if not altogether make up, the cadre gaps, e.g. increase in the number to be recruited directly, special recruitment, increase in the Promotion Quota from 25 per cent to 40 per cent, a reduction of the State cadres by decadring certain posts, review of the proportion of various kinds of reserves etc.

Reply of the Government

The recommendation of the Committee regarding the increasing of the number to be recruited directly has been accepted by the Government and is being implemented.

2. The recommendations regarding special recruitment and increase in the Promotion Quota are under consideration.

3. As regards the recommendation regarding the reduction of the State Cadres by decadring certain posts, it may be mentioned that the Cadre Review Committee, goes into every proposal in considerable depth, and only those posts are encadred, which apart from being of permanent nature, require the services of the members of the Indian Administrative Service/Indian Police Service/Indian Forest Service, as the case may be. With the expansion of Government's activities, the cadre strengths tend to increase. But, at the time of Triennial Review, it is carefully examined whether because of changed circumstance, any post needs to be decadred on merits and such posts are being decadred. In the case of Indian Forest Service, for example, the overall position, after a review of several cadres, indicated a decrease in the total authorised strength.

4. A review of the proportion of the various reserves has been made and a reduction of the leave reserve from 11 per cent of the direct recruitment quota to 5 per cent of direct recruitment quota, in respect of the Indian Forest Service, will be considered. (In the

case of the IAS and the IPS, the leave reserve has already been reduced from 11 per cent to 5 per cent). Our examination reveals that there is no case for reducing the strength of other reserves in the various services.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 23-9-1976]

Recommendation No. 12 (Para 1.46)

"The Committee would like to emphasise that successful candidates through this examination should be subjected to the same training as other probationers."

Reply of the Gevernment

The proposal to recruit some of the officers in the higher administrative services through a limited competitive examination amongst civil servants belonging to the lower services in the Centre and States is under examination of Government. The question of giving training to the successful candidates of the examination will arise after it has been decided to hold the examination. Government, however, agree that if this method of recruitment to the higher Services is resorted to candidates succeeding in the examination should be given suitable training on the lines of the training given to the Probationers of the open recruitment examination. The training programme for the recruits of the limited competitive examination will have to be designed specifically with reference to their age, experience and requirements though the objectives accepted for the training of the probationers of the open examination will apply.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 26-8-76]

Recommendation No. 18 (Para No. 1.56)

"The Committee further recommend that in the light of experience gained, the question of setting up additional centres for providing special coaching facilities to students coming from States which are under-represented, may be considered on a priority basis."

Reply of Government

The recommendation has been noted. Efforts are being made to attract adequate number of candidates belonging to Scheduled Castes and Scheduled Tribes to the pre-examination training centres from

States which are under represented. The pre-examination training centres have been asked to give wide publicity to their training programmes in such States. In the Centre at Shillong 25 seats have been reserved for candidates from those States.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 23-9-1976].

Further Information Called for by the Committee

"The recommendation of the Committee is for considering the question of setting up additional centres for coaching for general candidates (not only those belonging to Scheduled Castes and Scheduled Tribes) in States which are under represented in the higher Civil Services. Government may furnish the decision taken in pursuance of this recommendation of the Committee."

[Lok Sabha Secretariat O.M. No. 5|11|SC|76 dated the 31st January, 1977].

Further Reply of Government

The recommendation of the Estimates Committee has been reconsidered. Under-representation of certain States in the higher Civil Services like the Indian Administrative Service presupposes the existence of a 'quota system'. A State may be under represented in the matter of direct recruitment to the Indian Administrative Service, the Indian Police Service and the Indian Forest Service, in the sense that less candidates have been appointed to these Services from that State than would have been the case had the recruitment been made State-wise on *prorata* population basis.

Direct recruitment to the IAS/IPS/IFS is made on the basis of annual competitive examinations. These examinations are open to all citizens of India, irrespective of their race, descent, place of birth or residence, provided they fulfil the conditions of eligibility regarding age, educational qualifications etc. Candidates who qualify by such standards as may be prescribed by the Union Public Service Commission are arranged in order of merit and are recommended for appointment in that order irrespective of the States to which they belong. There is no provision for any reservation in these services for candidates belonging to any State or region.

Since the scheme of the examination for direct recruitment to the various All India Services do not provide for a quota system of recruitment, it would be discriminatory to provide for pre-examination coaching facilities limited to the general candidates of certain

States on the basis of their under-representation in the higher Civil Services.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 4-3-77].

Recommendation (Serial No. 21 Para 2.12)

The Committee would like Government to re-examine the system of calculating vacancies in the All-India Services for being filled through direct recruitment so as to ensure that the estimates and actual requirements tally as far as possible.

Reply of Government

A rational system of calculating vacancies for direct recruitment should take into consideration the gap in the direct recruitment quota which, in turn, depends on the wastage in the Service due to death, retirement, removal, resignation etc. on one hand and the increase in the authorised strength of the cadre on the other and should also ensure phasing of the recruitment against the said gap to obviate the problems of placement and promotional blocks.

The existing system of calculating vacancies has been evolved taking the aforesaid factors into consideration. This system is flexible enough to cater to the manpower needs of the all India Services and enables Government to adjust the actual recruitment to the annual needs of the All India Services and the administration including an increase/decrease in the annual recruitment as may be necessary from time to time and in fact the annual intake of direct recruits in the All India Services has already been stepped up. A review of the position is done from year to year to determine the steps to be taken to attain the objective which the Committee have in view.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated the 19th August, 1976].

Further Information called for by the Committee

The recommendation was made on the basis of the findings of the Committee that the annual direct recruitment to the Indian Forest Service has been rather eratic. Government may reconsider the recommendation in the light of the findings of the Committee in para 2 11 of the original report and intimate to the Committee action taken by Government in pursuance of the recommendation.

[Lok Sabha Secretariat O.M. No. 5/11/EG/76 dt. 31-1-1977]

Further Reply of the Government

The Indian Forest Service was constituted with effect from 1st July, 1966, and initial recruitment to State Cadres was made from amongst eligible State Forest Service officers with effect from 1-10-1966. Initial recruitment came to an end in March, 1968. However, the Supreme Court in its orders dated the 26th April, 1969, in A. K. Kriapak and others *Vs.* Union of India and others quashed the initial appointments to the Jammu & Kashmir Cadre mainly on the ground that the Chief Conservator of Forests could not be a member of the Selection Board as well as a candidate for selection. Government was advised that initial recruitment to various other State Cadres where the Chief Conservator of Forests was a candidate as well as a member of the Selection Board be would *ab initio* void. The relevant Rules were accordingly amended and initial recruitment to the State Cadres was made on the basis of fresh selections. It was observed that in some Cadres almost all available posts were filled by initial recruits leaving practically no gap for recruitment to the Service at the maintenance stage. Mainly for this reason large scale direct recruitment to the Indian Forest Service was not made for the first few years. In the interests of better Cadre management State Forest Service officers who could not be absorbed in the initial recruitment stage were thereafter promoted alongwith direct recruitment though in small numbers.

2. The total authorised strength of various State Cadres of the Service as on 1-1-1977 is 1381 excluding Sikkim and the officers in position are 1096 leaving a gap of 285. Against this gap, the Union Public Service Commission have recommended 92 candidates for appointment to the Service as direct recruits on the results of the Indian Forest Service Examination held in 1976. These candidates joined the Forest Research Institute & Colleges, Dehra Dun, in March, 1977. It is proposed to recruit 90 candidates from the 1977 Examination. Taking the direct recruits of 1976 and 1977 Examinations, the gap would get reduced by 182. A bulk of vacancies in the remaining gap plus vacancies due to wastages (retirements, resignation, death, etc.) would be filled by promotion from amongst the State Forest Service officers. Meetings of the Selection Committees for the various State Cadres were held in 1976 and Select Lists of State Forest Service officers for promotion to the Indian Forest Service would be available for appointment during 1977.

3. It will be seen from the position explained above that Government have already taken steps to abridge the gaps in various

State Cadres of the Service. The number of candidates to be recruited annually through the competitive examinations for appointment to the Indian Forest Service as direct recruits will be decided taking into consideration the gaps in the State Cadres for direct recruitment quota posts, the State Forest Service officers available for promotion against the posts available in the promotion ceilings, etc. Thus the recruitment to the Indian Forest Service, as planned by Government, would meet the requirements of the Service. The number of candidates appointed as direct recruits during the last five years is as follows:

Year	No. of candidates
1973	11
1974	29
1975	46
1976	56
1977	85

4. Steps are being taken to step up direct recruitment and promotion to the State Cadres so as to abridge the gaps in the next 3-4 years.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 13-6-1977].

Recommendation (No. 43 para 4.26)

"The Committee recommend that the scheme of recruitment for Indian Police Service may also include an Endurance Test on the lines of that existing for the Indian Forest Service."

Reply of Government

The Government are unable to accept the recommendation for the reasons explained hereafter.

2. The Kothari Committee Report on Recruitment, Policy and Selection Methods, which is under consideration of the Government, has recommended a unified scheme for recruitment to the All India and Central Services (Class I). The Report admits of the post allotment professional training programmes of the IAS, IPS, IFS and

other Central Services, after allotment is made to different services on completion of the Foundation Course at the Academy (to be set up in accordance with the Kothari Committee Report) and the Civil Services Post Training Test.

3. Even for the selection of Commissioned Officers in the Armed Forces, no differential weightage or undue importance is given to physical endurance at the time of selection, and it is the judicious summation of all officer-like qualities which determines the candidates suitability for Commission or otherwise. Any candidate who is selected and is medically fit can withstand the stress and strain of the Service. Emphasis to maintain acceptable level of physical endurance is constantly laid by having endurance training and periodical, physical and battle efficiency tests during the service till an officer retires.

4. The Government are of the view that the desired level of endurance should be built up during the post allotment professional training programme, namely, the Basic Course at the Sardar Vallabhbhai Patel, National Police Academy, Hyderabad. In para 13 of Chapter VII of their Report the Committee on Police Training recommended a Physical Fitness Programme for being introduced at the SVP, NPA. They further recommended that such a programme should be integrated with outdoor life and should include toughening exercises, such as route marches, obstacle courses, cross country runs, swimming and rock climbing. These recommendations have been implemented at the SVP NPA except in regard to swimming and obstacle courses which are also proposed to be introduced as soon as physical facilities become available there. The Government are of the view that this programme would enable building up the level of endurance required of an IPS officer.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76].

Recommendation No. 51 (Para 5.11)

"The Committee are constrained to find that while in one State, State Civil Service Officers of 12 years' seniority are being considered for inclusion in the Select List for Promotion to I.A.S. in another State Officers with even 27 years' seniority are out of the range of consideration for promotion. The Committee would like Government to examine the entire scheme of recruitment to IAS/IPS/IFS by promotion from State Civil/Police/Forest Services so as to evolve a procedure of selection which ensures that

by and large, equitable opportunities are available to officers of comparable seniority and age from different States for promotion to All India Services."

Government have made a thorough analysis of the problem and are actively considering several measures to mitigate the stagnation existing in some States. These measures will remove the existing disparities to some extent. However, complete parity in promotion prospects cannot be achieved in respect of promotions from the State Civil Services to the I.A.S. cadres which are decentralised to different States or group of States.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 26-8-76].

Recommendation No. 72 (Para 6.85)

"The Committee note that the current pattern of professional training for the IAS probationers was introduced in 1969. The Committee are surprised that thereafter there has been no systematic evaluation of the contents of this course—either of the syllabus for the institutional training at the Academy or of the scheme of attachments to various institutions—by experts and knowledgeable men. Only from 1974 the Academy has started convening a Conference of Chief Secretaries of States/State Training Coordinators and Heads of State Training Institutions for reviewing the training content of the Professional Course. The Committee recommend that there should be a system of appointing every five years, a Committee consisting of selected senior civil servants, eminent educationists and experts in public administration to review the contents of the institutional part of the Professional Course for the IAS probationers. To begin with, such a Committee should be appointed immediately and directed to submit its report early so that any changes suggested could be implemented at least with effect from the Professional Course for the next year's batch of the IAS."

Reply of the Government

The Professional part of the training for the IAS probationers is largely concerned with problems of administration in the field. Very senior civil servants and experts in public administration already review the syllabus of the Professional Training of IAS probationers every years in the Conference of Chief Secretaries of States, State training co-ordinators and Heads or State Training Institutions as

far as practicable it is now proposed to convene this Conference twice a year alternately once in the Academy and once in some State Training institution or at some State Headquarters. Since the syllabus will thus be reviewed periodically in the light of the experience and comments of a large number of very senior civil servants actually involved in day-to-day administration there appears to be no need for appointing any special Committee every five-years.

The Conference in its last meeting held on June 9 and 10, 1976 has examined the sylabus of the Professional Course in great detail and has also prepared a draft Training Manual for the guidance of the State Governments and the Academy. Necessary adjustments are being made in the syllabus according to the Recommendations of the Conference.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 26-8-76].

Recommendation No. 75 (para 6.100)

"The Committee note that two probationers have so far been discharged from the Academy on account of their extremely poor performance and lack of character. In eight cases, the period of probation was extended. The Committee would like to emphasise that the performance and progress of All-India Services-probationers should be closely, objectively and systematicall watched during the course of their training at the Academy and every effort should be made to bring about improvement in their attitudes and understanding of the socio-economic conditions and development needs of the country. Sustained efforts should be made to inculcate in them habits of clean and unostentatious living and of refraining from alcholic drinks. The Committee have no doubt that the Heads of the Training Institutions would *inter alia* use their powers of awarding marks in an effective manner so as to bring about improvement in the outlook and conduct of the probationers. While the Committee realise that All-India Service probationers are meritorious persons who have successfully completed at the examination, they consider it important that these probationers are trained in tune with the national objectives and developmental needs of the country and only those probationers who have the right attitude and outlook are inducted into the Administrative Service. The Com-

mittee feel that there should hardly be an occasion for the probationers to be discharged during training on account of their poor performance. In exceptional cases however where the probationers do not come up to the requisite standard, in spite of opportunities offered to them Government may consider making alternative arrangement for them and deputing them to other suitable services. This may be resorted to only after most careful objective assessment to obviate any complaints of discrimination etc."

Reply of Government

Government accept the first part of the Recommendation about watching closely the performance and progress of All India Services probationers during their training at the Academy, and making every effort to train them in tune with the National objectives and socio-economic needs of the country. It is however, not possible to accept the second part of the Recommendation to the effect that in exceptional cases where the All India Services probationers do not come up to the requisite standard in spite of opportunities offered to them they may be diverted to other suitable Services. It is only in very rare cases where any probationer is found to have serious and irremediable defects of character and make-up, making him unfit for employment in the higher ranks of civil service, that any candidate is discharged during the probationery period. These defects would make him unfit for the All India Services as well as the other higher services. It is, therefore, not possible to divert to any other Service probationers who are found utterly inadequate for the All India Services.

[Department of Personnel & A.R. O.M. 28013/1/76—AIS(I) dated 26-6-76].

Recommendation No. 87 (Para 6.130)

"The Committee have already recommend the appointment of Standing Committee to review the syllabus and contents of training at the National Academy of Administration. They recommend that this Committee should also go into the organisational structure of the Academy and the teaching methods observed by it. The Academy should be restructured and its teaching methods patterned in the light of the recommendations of that Committee"

Reply of Government

The recommendation made in para 6.85 regarding appointment of a Committee to consider the contents and syllabus of the IAS Professional Course has been considered by Government who are of the view that the Conference of Chief Secretaries, Training Co-

ordinators and Heads of State Training Institutions which will be meeting twice a year and will be keeping the contents and syllabus of the IAS Professional Course under review, has all the expertise required for the work. It is therefore, not proposed to appoint any formal Committee. The Conference of Heads of Central Training Institutions, which is also attended by the Heads of Premier Management Institutes like the Indian Institute of Management, Ahmedabad and Administrative Staff College of India, Hyderabad, as also the Heads of the National Institute of Community Development, has already examined the organisational structure of the Academy and its teaching methods in detail. The Report of the Conference is awaited, and Government will take necessary action Conference is awaited, and Government will take necessary action other Committee to go into the matter.

Further information called for by the Committee

Please furnish a copy of the Report of the Conference and the decision of the Government on the recommendations made therein.

Further Reply of the Government

A copy of the Report of the Conference is appended (Appendix XIII). A copy of the decision of the Government on the Recommendation made there has already been appended to the reply to Recommendation No. 64 (Para 6.56).

[Department of Personnel & A.R O.M. No. 28013|1|76-AIS(I) dated 4-3-77]

Recommendation No. 95 (Para 7.6)

"The Committee see no reason why the sandwich pattern can not be introduced with advantage for the Indian Police Service probationers also. They recommend that the institutional and on the job training programme for the Indian Police Service probationers should be so arranged as to bring the probationers back to the Academy for a spell of time after their on the job training in the States for a final finishing course and a re-appraisal of their institutional training in the light of their field experience and their final assessment and ranking after the prescribed final examination at the Academy."

Reply of the Government

The Government are unable to accept the recommendation for the reasons explained hereafter.

The sandwich pattern of training has been dealt with in paras 22—24 of Chapter VII of the Report of the Committee on Police Training. It would be seen that on the whole, the Committee did not favour a sandwich pattern of training but they were constrained to work it out because they attached considerable importance to concurrent field exposure during institutional training and this was just not possible at Abu. With the shifting of the NPA to Hyderabad the problem with regard to concurrent field exposure has been solved. Apart from this, the Committee on Police Training recommended in Para 20 that the duration of practical training in the States should be reduced by one month and the probationers should go back to the NPA for a month to round off their training. The sending of probationers back to the NPA for a month to round-off their training, would result in two batches being there at the same time for one month. Considering the accommodation available in the NPA, this is not feasible. The only way this accommodation problem can be got over, is to reduce the institutional training at the NPA from 12 to 11 months and to bring back the probationers of the preceding batch to the NPA during the 12th month. This would further imply that the examination, assessment and ranking of the batch under training in the Academy should be completed before the conclusion of the 11th month of training. It may be mentioned here that the Committee on Police Training had recommended institutional training for a duration of 15 months to adequately cover the syllabus suggested by them to meet the requirements of the service particularly in the new social context. This being not practicable the syllabus had to be compressed to fit into 12 months institutional training. It would not be desirable to further reduce the institutional training to 11 months.

Attention is invited to para 21 of Chapter VII of their report in which the Committee on Police Training recommended the involvement of the NPA in the field training of the probationers. They wanted one Assistant Director of the NPA to be made responsible for overseeing the practical training of a group of about ten probationers and to that end, the directing staff of the Academy should be strengthened. This recommendation, when adopted, would meet the requirement of further marrying theoretical training with field training under the guidance of the directing staff of the NPA.

In the end it would be pertinent to mention that training for the I.P.S need not always follow the pattern found to be good for the I.A.S. In the police the main stress has to be on on-the-job training and very often the probationer may not be exposed to all the problems or situations during the course of his practical training of one

year in the States. It is in consideration of this important aspect that the Government have drawn up the Scheme of Career Planning for I.P.S. officers (copy furnished in reply to recommendation No. 101) which would bear out that training in the case of the Police would be a continuous process.

[Department of Personnel & Administrative Reforms O.M. No. 28013|1|76 AIS(I) dated 19-8-76]

Further Information called for by the Committee

"The Committee had not recommended any reduction in the 10-month institutional training. They had only suggested a splitting up of the training into two spells of 11 months and one month, intervened by a 12-month on-the-job training in the States. Please furnish a note indicating the practical difficulty in having this training arrangement for the IPS probationers."

[Lok Sabha Secretariat O.M. No. 5|11|EC|76 dated 31st January, 1977.]

Further reply of Government

The difficulties experienced in splitting up the institutional training into two spells of 11 month and one month, intervened by a 12-month on-the-job training in the States were already explained in the statement furnished earlier. As it is, the Committee on Police Training did not favour a sandwich pattern of training. The sending of probationers back to the NPA for a month to round off their training, would result in two batches being there at the same time for one month. Considering the accommodation available in the NPA, this is not feasible. It is also not possible to reduce the institutional training to 11 months to accommodate the suggestion. Very often the probationer may not be exposed to the problems or situations during the course of his practical training of one year in the States and the suggestion to round off the training by sending him to the NPA for a month after the practical training will be of little consequence. Instead, the scheme of Career Planning for IPS officers, which has been introduced and referred to in the earlier reply will be real utility in producing the desired results.

It was in consideration of all these aspects that the Government had expressed their inability to accept the recommendation.

[Department of Personnel & Administrative Reforms O.M. No. 28013|1|76|AIS(I) dated 4-3-1977]

Recommendation (Serial No. 107, Para 8.13)

The Committee note that the Indian Forest Service Probationers are required to undergo a full two-year Diploma course in Forestry at the Indian Forest College, Dehradun, followed by a one year on-the-job training in the States. This makes the professional training for the Indian Forest Service probationers much longer than that for the IAS/IPS probationers. The longer duration of professional training for the I.F.S. probationers is stated to be one of the factors responsible for the Indian Forest Service being less attractive to potential candidates. The Committee are not sure whether the three-year professional training is indispensable for the Indian Forest Service probationers. The Committee would like Government to set up an Expert Committee to go into the matter and, in consultation with the Forest Research Institute and the State Governments, design a sandwich pattern of professional training for the Indian Forest Service probationers extending to a period which is approximately of the same duration as the period of training for other All India Services.

Reply of Government

Considering the job requirements, the training imparted to the Indian Forest Service probationers can in no way be compared with the training for other All India Services. The existing duration of training for the I.F.S. probationers is considered essential in view of the job requirements. In fact 3 years' training is a misnomer. The two-year training at the Indian Forest College, Dehradun is a regular degree course of Post-Graduate standard, although for statutory reasons only a Diploma is awarded. At the Indian Forest College, the probationers are taught the various aspects of Forestry at post graduate level, without which the probationers will not be able to handle the various problems of the State Forest Departments effectively while on the job. During the third year the probationers take the foundational course at Lal Bahadur Shastri National Academy of Administration, Mussoorie for four months and for the remaining eight months, they undergo on the job training in their respective states of allotment.

2. In the context of day-to-day advances in all scientific disciplines, the course-content at the Indian Forest College can not be reduced. In fact it would require to be updated at frequent intervals. The duration of the course can of course be reduced and transformed into a practical training programme provided post graduate forestry degree holders are available for entry into this service. This however is not the case and is not likely to be so for many

years to come. The sandwich pattern of 3 years training was earlier tried in the case of State Forest Service during the period from 1955 to 1962 but it was given up as a failure because with a break of 6 months in the form of field training, the element of continuity in coaching was lost and hence it did not yield commensurate benefits.

3. However, in order to review the syllabi and training (including its duration) of the Indian Forest Service probationers, the Government have already constituted an Informal Working Group in pursuance of the recommendation No. 108 of the Estimates Committee *vide* Department of Agriculture's letter No. C. 11018/8/72-FRY-F, dated 5-7-1976 (Appendix XIII) and the Working Group will furnish its report to the existing Panel on Forestry Education by the end of December, 1976. The Government accordingly do not consider it necessary to appoint another expert committee for the purpose.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76].

Comments of the Committee

A copy of the Report of the Working Group constituted by Government and the action taken thereon may be communicated to Estimates Committee.

Recommendation (Serial No. 110, Para 8.16)

The Committee recommend that the question of awarding a Degree instead of Diploma in Forestry on the successful completion of the course at the Indian Forest College may be considered by appropriate authorities.

Reply of Government

The recommendation is being brought to the notice of the informal Working Group for consideration. The informal Working Group's suggestion would then be placed before the Panel on Forestry Education for their consideration and action. This question is also being separately pursued under the issue of raising the Forest Research Institute & Colleges, Dehra Dun to the status of an institution of national importance under an Act of the Parliament, as mentioned under recommendation 112 of the Estimates Committee. The question of awarding degrees has been under consideration for a long time. Apart from raising the status of the Forest Research Institute & Colleges, Dehra Dun, other suggestions have been considered to affiliate the Institute to a university or to approach the University.

Grants Commission to declare the Institute as a university under Section 3 of the University Grants Commission Act, 1956. The Meerut University as well as the Jawaharlal Nehru University, New Delhi, have been approached, but the response is not encouraging. The University Grants Commission has also not favoured granting a "deemed university" status to the Institute to enable Forest Research Institute & Colleges, Dehra Dun to award a degree to the I.F.S. probationers. However, the matter would be gone into thoroughly and the recommendations of the Estimates Committee would be kept in view before arriving at a decision.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76].

Comments of the Committee

The Estimates Committee may be kept apprised of the developments in this case.

Recommendation (Serial No. 113, Para 8.29)

The Committee note that the teaching staff of the Academy is mostly on deputation from the Indian Forest Service. The Committee feel that the service conditions and facilities attached to posts in the Academy should be such as to attract to the Academy qualified and able public servants. Further, the teaching staff of the Academy should not have the feeling that their promotion prospects under Government would be adversely affected if they continue to remain in the Academy and their interests should be fully protected during their attachment to the college. In fact, a spell at the Academy should be reckoned as a special qualification for promotion to higher ranks and for nomination to advanced training courses in forestry. The Committee also suggest the introduction in the Academy of a system of proforma promotion so that an officer serving the Academy could be retained in the Academy for a length of time, without affecting his chances of promotion under Government in the normal course.

Reply of Government

The above recommendation appears in Chapter 8 of the 89th Report of the Estimates Committee (1975-76) relating to "Training of Indian Forest Service Officers". It is, therefore, presumed that the Committee meant the Forest Research Institute and Colleges, Dehra Dun when they referred to the 'Academy'. Indian Forest Service officers are on deputation against posts in the Forest Research Institute and Colleges, Dehra Dun and its various branches throughout the country.

2. The I.F.S. officers on deputation under the F.R.I. & Colleges, draw their pay according to Rule 8 of the Indian Forest Service (Pay) Rules, 1968. According to this rule, an I.F.S. officer of the appropriate grade holding a post included in Schedule III C to the rules *ibid* is eligible to draw pay and special pay as indicated in the Schedule against that post. The 3rd Pay Commission which had gone into the question of pay and allowances did not recommend any increase in the quantum of special pay for these posts. As the Pay Commission's recommendations have been accepted and notified and are effective from 1-1-1973, the Government cannot consider grant of additional incentives in the form of pay and allowances at this stage. The other facilities such as accommodation etc. are already provided by the F.R.I. and Colleges. All facilities available to Central Government officers of comparable status are already available to I.F.S. officers on deputation under the F.R.I. and Colleges.

3. Selection to the posts in the F.R.I. & Colleges is made from among the I.F.S. officers sponsored by the State Governments. The State Governments do not always recommend the best officers for such deputation. The criteria which has been weighing with the State Governments most is whether they are in a position to spare suitably qualified officers keeping in view their own requirements, the cadre strength and central deputation quota prescribed in the I.F.S. (Fixation of Cadre Strength) Regulations. All eligible and suitable I.F.S. officers are not considered by the State Governments before sponsoring the names of some officers for various posts not only in the College but also in various subordinate forestry offices under the Department of Agriculture. The period of deputation of I.F.S. officers under the College cannot be considered as a special qualification where the performance of the officers in instructional posts in the F.R.I. has not been very satisfactory or laudable. If the records of an officer during his deputation in the College are found to be below the normal standards, the spell of deputation alone cannot give any preferential claim to him independent of his entire formance appraisal. On the other hand, if the performance at the College is satisfactory or commendable it is reflected in the Confidential reports of the officers, which are always taken into account while considering them for promotion.

4. The I.F.S. officers cannot be kept on deputation in the College for an indefinite period. The deputation period is limited to the tenure, prescribed in the Recruitment Rules for various posts, framed under Article 309 of the Constitution. The period of deputation/tenure is however extended occasionally when exigencies of public interest warrant such an extension.

5. As regards the proforma promotion of I.F.S. officers on deputation with F.R.I. in their respective State Cadres, this Government have already issued necessary instructions in the matter to the State Government *vide* letter No. 8-16|76-AIS, dated 20-7-1976 of which a copy is enclosed (Appendix XIV).

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76].

Comments of the Committee

A statement showing comparative position of Officers on deputation to the Forest Research Institute & Colleges, Dehra Dun, *vis-a-vis* similar deputationists to National Academies at Mussoorie and Hyderabad, in the matter of grant of additional incentives in the form of pay and allowances and other facilities may be furnished to the Committee expeditiously.

Recommendation (Serial No. 116 ,Para 8.39)

The Committee further suggest that with a view to ensure that all officers attend these Refresher Courses, the successful completion of these courses may be made an essential qualification for further promotion.

Reply of Government

Due to limitation of facilities, funds and practical difficulties in the States, it will not be possible to arrange such training for all eligible officers. Hence, successful completion of refreshers' courses can be made essential qualifications in course of time only. This may be considered after some experience is gained in running the refreshers' courses as may be evolved by the Informal Working Group and approved by the Panel on Forestry Education.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76].

CHAPTER IV

RECOMMENDATIONS/OBSERVATIONS IN RESPECT OF WHICH GOVERNMENT'S REPLIES HAVE NOT BEEN ACCEPTED BY THE COMMITTEE

Recommendation (No. 16, Para 1.54)

"The Committee suggest that there should be at least one model Higher Secondary School in every district and one or more model Colleges in every State which may provide the necessary facilities and atmosphere for development of excellence in the students and equip them to compete successfully in the All India Services."

Reply of Government

Education being a State subject as per List II in the Seventh Schedule to the Constitution, the aforesaid suggestion of the Estimates Committee has been referred to the State Governments for consideration. A copy of the letter addressed to the State Governments is attached (Appendix XV).

[Department of Personnel & A.R. O.M. 28013/1/76—AIS(I) dated 19-8-76].

Comments of the Committee

Please *see* para 1.78, Chapter I of the Report.

Recommendation (No. 47, Para No. 4.38)

"The Committee note that the interviews for personality test are generally conducted in English and replies are also expected in English. The Committee have pointed out earlier that the medium of instruction in the colleges and Universities in a number of States is Hindi/Regional Languages. They feel that to enable candidates from such colleges and Universities to express themselves fully and to put in their best in the interviews, the Interview Board may give them opportunity to express themselves if necessary in Hindi/Regional Languages etc."

Reply of Government

The recommendation has been considered in consultation with the U.P.S.C. The object of the Personality Test is to assess the candidate's suitability for the Service or Services for which he applies. In the interview, no special consideration is given to fluency in English and assessment is made mainly on the thought content and quality of mind of the candidate. Where necessary, the Personality Test Board allows candidates to express their views in their regional language.

[Department of Personnel & A.R. O.M. 28013/1/76—AIS(I) dated 23-9-76].

Comments of the Committee

Please see para 1.10, Chapter I of the Report.

Recommendation (No. 50, Para No. 5.10)

"The Committee consider that to make the selections to the IAS and IPS from among the State Civil Service Officers more objective, it would be desirable if the Member of the U.P.S.C. and the nominee of the Government of India on the State Selection Committee do not belong to that State or cadre. They would like that this aspect may be kept specially in view while constituting the Selection Committee."

Reply of Government

The Government have considered the recommendation in consultation with the Union Public Service Commission. With regard to the nominee of the Central Government on the Selection Committees meetings, a convention is already being followed to the effect that an officer who is nominated by the Central Government does not belong to the Cadre or the State for which the Selection Committee is constituted. It is only in very rare cases, when an officer who does not belong to the State or the Cadre is not available to represent the Central Government on the Selection Committee for the State Cadre concerned, that a departure from the above convention is made.

2. With regard to the Chairman or Members of Union Public Service Commission who preside over such meetings, the position is that as a matter of convention, the Chairman or the Member of the Commission does not preside over or in any other manner participate in meetings of Selection Committees or Interview Boards where there are candidates with whom he is related or is otherwise interested.

The Commission have further stated that the Chairman and the Members of the Commission are expected to and actually discharge their constitutional functions with the greatest objectivity and impartiality irrespective of whether or not the officers whose cases are under consideration hail from the States to which they belong. The Commission feel, therefore, that it would not be correct to place the Chairman or Members of the Commission on the same footing as the nominee of the Central Government.

[Department of Personnel & A.R. O.M. No. 28013|1|76-AIS(I) dated 23-9-76].

Comments of the Committee

Please see paras 1.14 to 1.16 of Chapter I of the Report.

Recommendation (No. 65, Para 6.57)

"The Committee also recommended that the aforesaid Conference should be expanded to include eminent educationists and experts in Public Administration and this body should be formally charged with the responsibility of keeping the syllabus of the Foundational Course for the probationers under continuous review so as to effect necessary improvements and changes without loss of time."

Reply of the Government

The Conference as at present constituted has as its members besides Heads of Central Training Institutions, Heads of such premier Management Institutes in the country as the Administrative Staff College of India, Hyderabad, Institute of Management, Ahmedabad, National Institute of Community Development, Hyderabad, etc., who are associated in the Foundational Training. Since the Conference operates informally, it is in a position to invite for its meetings any eminent educationist and experts in Public Administration whenever necessary. The Conference has already decided to meet twice a year, and besides consideration of other matters, will be keeping the syllabus of the Foundational Course under review. Government feel that the present constitution and working of the Conference is condusive to operational flexibility and effectiveness and there is no need to formalise its working.

[Department of Personnel & A.R. O.M. 28013/1/76—AIS(I) dated 26-8-76]

Further information called for by the Committee

The names of eminent educationists and experts, who were invited to the conference during the past two years, may be indicated.

[LSS O.M. No. 5|11|EC|76 dated 19-11-1977].

Reply of the Government

The names of the eminent educationists and experts, invited to the conference during past two years, are as under:—

Shri M. Zaheer, NICD.

Shri M. V. Desai, IIMC.

Shri P. B. Desai, IEG.

Shri Despande, FRI.

Shri N. Rangarajan, ISTM.

Doctor D. Sinha, ASCI.

Shri A. P. Saxena, IIPA.

Shri N. K. Anantha Rao, SCFA.

Shri R. N. Haldipur, IIPA.

Shri K. K. Singh, ASCI.

Shri V. Ramakrishnan, ASCI.

Shri V. J. Philip, SCOPE.

Shri S. Sambrani, IIMA.

[Deptt. of Personnel & A.R. O.M. No. 16015|2|77- Trg. II dated 13 December, 1977].

Comments of the Committee

Please see paras 1.20 to 1.22 of Chapter I of the Report.

Further Information called for by the Committee

Please state:—

(i) the non-sanctioning of the posts of Professors (3), Reader (1), and Instructor (1) has in any way affected the working of the Lal Bahadur Shastri National Academy of Administration, Mussoorie; and

(ii) whether the additional staff sanctioned for the posts of Readers has been posted.

[LSS O.M. No. 5/11/EC/76 dated 19-11-1977]

Reply of the Government

The non-sanctioning of the posts mentioned in this question was not allowed to materially affect the working of the Academy, because the existing staff took upon itself the responsibility of putting in extra work. The NAA has been doing its best in the circumstances to carry out the normal work-load.

Few new posts of Readers were sanctioned. Of these three posts, namely posts of Reader in Economics, Hindi and Public Administration have since been filled up. Efforts are on to fill in the posts of the Reader in Political Theory and Constitution Law.

[Deptt. of Personnel & A.R. O.M. No. 16015|2|77-Trg. II dated 13 December, 1977].

Recommendation No. 105 (Para 7.38)

The Committee recommend that the Ministry of Home Affairs should draw up a regular programme of training of police officers abroad in forward looking courses of relevance to Indian conditions and in fields where training facilities do not exist, or are inadequate, in this country. After training from abroad, the police officers should be required to spend a spell of time at the National Police Academy where their newly acquired knowledge and experience should be utilised for training of other officers.

Reply of the Government

The Government have accepted the recommendation regarding drawing up a regular programme of training of police officers abroad in forward looking courses of relevance to Indian conditions and in fields where training facilities do not exist, or are inadequate in this country. It may be mentioned that no training course abroad is organised at the cost of the Government of India as such. The Government normally avail of the training facilities and grants made available under the Colombo Plan. A list of courses for which police officers were sent abroad during the last 4—5 years, is enclosed (Appendix XVI). This broadly covers all requirements for the training of IPS officers.

2. The second part of the recommendation that after training from abroad the police officers should be required to spend a spell of time at the National Police Academy is not practicable and so

the Government are unable to accept the same. The officers deputed to a course abroad are not merely from Central Police Organisations but also from the States and deputation of an officer to the National Police Academy would require their concurrence. Besides, the number of sanctioned posts in the National Police Academy are limited, and it may not be advisable to dislodge an officer on the strength of the NPA with a view to accommodating an officer who has returned from training abroad.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76].

Comments of the Committee

Please see paras 1.30 and 1.31 of Chapter I of this Report.

Recommendation (Serial No. 119 Para 8.44)

The Committee recommend that the Ministry of Agriculture should draw up a regular programme of training of Forest Officers abroad in forward looking courses of relevance to Indian conditions and in fields where training facilities do not exist, or are inadequate, in this country. After training from abroad, the forest officers should be required to spend a spell of time at the Indian Forest College where their newly acquired knowledge and experience should be utilised for training of other officers and students.

Reply of the Government

Officers are being trained under various bilateral/international agreements as and when opportunity occurs. Much of the expertise thus acquired is of direct benefit to the States, except perhaps in highly specialised fields like remote sensing, etc. It is neither necessary nor feasible to require all of them to spend a spell of time either at Indian Forest College or at the Forest Research Institute & Colleges, Dehra Dun.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76].

Comments of the Committee

Please see paras 1.30 and 1.31 of Chapter I of the Report.

NEW DELHI;
December 22, 1977.
Pausa 1, 1899 (S).

SATYENDRA NARAYAN SINHA,
Chairman,
Estimates Committee.

CHAPTER V

RECOMMENDATIONS/OBSERVATIONS IN RESPECT OF WHICH FINAL REPLIES OF GOVERNMENT ARE STILL AWAITED

Recommendation No. 3 (Para 1.18)

The Committee consider that the cadre control in respect of these three All India Services should be centralised in one Department *viz.*, Department of Personnel and Administrative Reforms. They would, however, like Government to ensure that the personnel dealing with cadre control in the Department of Personnel and Administrative Reforms are drawn from the three All India Services so that problems of each Service are dealt with by experienced persons of that Service.

Recommendaion No. 7 (Para No. 1.36)

The Committee note that out of 45 persons selected for I.F.S. during the last three years, 15 dropped out in midstream and joined other Services with the result that annual intake by direct recruitment in the I.F.S. has been much smaller than the requirements. Regarding the problem of I.F.S. Probationers joining other Services, the Secretary, Department of Personnel during the evidence before the Committee expressed the view that the existing Rules under which such vacancies are carried over to the next year, could be revised to enable the vacancies arising in a year to be filled during the same years from the available candidates. The Committee hope that necessary steps in this direction would be taken expeditiously.

Reply of the Government

The examination for direct recruitment to the Indian Forest Service is held by the Union Public Service Commission every year in July and the candidates who are declared successful by the Commission join the Forest Research Institute and Colleges, Dehra Dun for two years institutional training starting from 1st March of

the following year. The I.A.S. etc. Examination is held by the Commission annually in October-November. Some of the candidates who take the examination for recruitment to the I.F.S. also avail themselves of writing the I.A.S. etc. examination before they actually join the Forest Research Institute and Colleges, Dehra Dun. The final results of the I.A.S. etc. examination are announced by the U.P.S.C. some time in May-June of the year following the year of examination. Some of the candidates who had been appointed to the I.F.S. on the basis of the annual examination held by the Commission also figure in the final merit list recommended by the U.P.S.C. for appointment to the I.A.S., I.P.S. and Central Class I Services on the result of the examination held by the Commission in the same year. The I.F.S. probationers who are recommended for appointment either to the other two All India Services, namely, I.A.S., I.P.S. or even in certain cases, to a Central Class I Service often indicate their preference to join those services and consequently they submit resignation from the Indian Forest Service. The candidates who are recommended for appointment to the I.A.S., I.P.S. and Central Class I Services are required to join the Lal Bahadur Shastry Academy of Administration, Mussoorie, towards the middle of July of the year following the year in which the I.A.S. etc. examination was held. Thus the I.F.S. probationers who figure in the merit list for appointment to the I.A.S., I.P.S and Central Class I Services are required to join the Academy in July *i.e.* about four months after they had joined the Forest Research Institute and Colleges, Dehra Dun.

By the time such former I F.S. probationers join the Academy, the next examination for recruitment to the I.F.S. would have alreay started or would be in process of starting.

It will be seen from the position explained as things stand at present it may not be possible to fill above that the vacancies arising as a result of some of the I.F.S. probationers resigning from the Service in order to join either I.A.S., I.P.S. or a Central Class I Service, on the results of I.A.S. etc. examination taken by them before joining the I.F.S., during the same year as suggested by the Estimates Committee. Once an offer of appointment has been issued and a candidate has joined the Service, the vacancy arising as a result of his resigning on a subsequent date has to be carried forward to the next recruitment year. Only vacancies which are not filled because certain candidates recommended by the Commission were found physically unfit or who otherwise do not join the service on receipt of offer of appointment, are no doubt filled in the same year from a supplementary list obtained from the U.P.S.C.

However, in the type of cases referred to in the preceding paragraphs where I.F.S. probationers after joining the Forest Research Institute and Colleges, Dehra Dun, resign from the Service in order to join I.A.S., I.P.S. or a Central Class I Service, the Commission would not be able to supply a list of supplementary candidates when the next examination for recruitment to the I.F.S. would have already started. However, a proposal that recruitment to the I.F.S. may also be made through the I.A.S. etc. examination, was referred by the Commission to the Committee set up by them under the Chairmanship of Dr. D. S. Kothari. If recruitment to the I.F.S. is made through the same examination as for the I.A.S. etc., the problem referred to in the preceding paragraphs would probably be solved or reduced to a considerable extent. A final view in this matter will be taken after considering the recommendations of the Kothari Committee and the comments of the Union Public Service Commission thereon.

[Department of Personnel & A.R. O.M. No. 28013|1|76-AIS(I) dated 19-8-76].

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 8 (Para 1.37)

The Committee, however, feel that the problem of Indian Forest Service probationers opting for other Services during the course of their training, is deep-rooted and requires an inquiry into the features of the Service which make it less attractive than other Services. They, therefore, recommend that Government may appoint an Expert Committee to inquire into the qualifications required for and procedure of recruitment, the period of probation, the system of training and the terms and conditions of the Indian Forest Service *vis-a-vis* the job requirements of the Service and to make suggestions as to how these could be improved upon to make the Indian Forest Service not less attractive to the potential candidates to All India Services.

Reply of the Government

The Committee have recommended that the Government may appoint an Expert Committee to inquire into:—

(i) Qualifications required and procedure of direct recruitment;

(ii) System of training;

(iii) Period of probation; and

(iv) Terms & Conditions

of the Indian Forest Service *vis-a-vis* the Job requirements of the Service. The above aspects are examined seriatim below:—

(i) Qualifications required and procedure of direct recruitment.

The Union Public Service Commission appointed a Committee under the Chairmanship of Dr. D. S. Kothari in February, 1974 to examine and report on the system of recruitment to the All India and Central Services and to recommend changes in the scheme of Examination and selection methods. It is understood that the Committee, have gone into the question of selection methods and recruitment policy of the All India Services including Indian Forest Service and the qualifications, etc. required by the candidates for the various Services with particular reference to the job requirements. The matter will therefore, be examined further along with the recommendations of the Kothari Committee. Since the Expert Committee has already gone into this question, there would appear to be no need to appoint another Committee for the purpose.

(ii) System of training

(iii) Period of probation

The period of probation prescribed in the case of Indian Forest Service is three years as against two years prescribed for the I.A.S./I.P.S. probationers, for the first two years the probationers attend a full time course in forestry at the Forest Research Institute & Colleges, Dehra Dun. After the completion of the course at Dehra Dun, the probationers undergo the foundational course of about four months at the Lal Bahadur Shastri National Academy of Administration, Mussoorie. The remaining period of the third year is spent by the probationers in the States to the cadre of which they are allocated to familiarise themselves with various types of work. During this period, a probationer enjoys all facilities and privileges of a regular officer and is at no disadvantage whatever. The two years' institutional training is a regular Degree Course of Post Graduate standard, although for statutory reasons only a diploma is awarded. In the context of the recent advances in all scientific disciplines including forestry, the Government feel that there may be a case for increasing rather than reducing the duration of the institutional training or in other words the period of probation/training of three years

in the case of Indian Forest Service Probationers. It is understood that the Kothari Committee is also likely to make certain recommendations regarding the training programmes of candidates appointed to the various Services. The matter would further be considered in the light of the Kothari Committee's report.

(iv) *Terms and Conditions of the Indian Forest Service.*

The Pay scales of the Indian Forest Service have been recently revised on the recommendations of the Third Central Pay Commission. The Pay Commission had recommended introduction of a Selection Grade above the level of Conservator of Forests. The Government are, however, considering the question of introducing a Selection Grade above the Senior Time Scale as in the other All India Services. Similarly, the question of revising the pay scale of the post of Conservator of Forest recommended by the Pay Commission is also under active consideration of the Government. A decision in this regard is expected to be arrived at soon. With the changes contemplated above, the pay scales of the Indian Forest Service would become more attractive than heretofore. This would also meet the problem of stagnation at the Senior Scale level, which is doubtless one of the factor acting as a dis-incentive for members of the IFS. The other conditions of Service of the members of the Indian Forest Service have also been gone into by the Third Pay Commission.

2. In view of the position explained above, the Government feel that no useful purpose would be served by appointing at this stage an Expert Committee to go into the various aspects of the Indian Forest Service, as recommended by the Estimates Committee.

[Department of Personnel & A.R. O.M. No. 28013|1|76-AIS(I) dated 19-8-76]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 9 (Para 1.38)

"The Committee further suggest that similar problem in respect of Indian Police Service probationers, though on a small scale, may also be inquired into in depth by an Expert Committee so as to pinpoint the present shortcomings and enable Government to take expeditious remedial measures."

Reply of the Government

The Government of India in the Ministry of Home Affairs had appointed a Committee on Police Training under the Chairmanship of Prof. M. S. Gore. This Committee submitted its Report to the Government in 1972 and made a number of important recommendations on the Recruitment and Training Methods of the Indian Police Service Officers. Keeping in view the national goals, the entire training programme for the Indian Police Service Officers has been restructured.

The Union Public Service Commission also appointed a Committee under the Chairmanship of Dr. D. S. Kothari to look into the existing system of recruitment to All India Services. The terms of reference required this Committee to examine, *inter alia*, the existing scheme and syllabus of the All India Services, and to recommend such changes in the scheme of Examinations and in the Selection Methods as would give adequate emphasis to knowledge, skills and qualities appropriate to the role and function of the Services in the context of the tasks of national development and reconstruction.

It is understood that the Kothari Committee have made certain recommendations in its Report to the Union Public Service Commission. The Government would examine the matter further in greater detail in the light of the recommendations of the Kothari Committee and the views of the UPSC thereon.

The Government have also taken steps to make the IPS more attractive by substantially improving the pay scales recommended for the Service by the Third Pay Commission. Steps have also been taken to improve the career prospects of IPS Officers by gradually inducting them in higher jobs in the Secretariat and the Public Sector Undertakings.

In view of these, it is felt that it would not be necessary at this stage to set up another Expert Committee to study these issues.

[Department of Personnel and A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 11 (Para 1.45)

"The Committee recommended that Government should devise a well considered system of recruitment to the higher administrative

services through a limited competitive examination among civil servants belonging to the lower services in the Centre and States at an early date. The upper age limit for the examination may be 31 years and the number of chances to appear in this examination may be the same as in the case of direct entry candidates. The nature and content of this examination should take into account the civil service background and experience of the candidates."

Recommendation No. 13 (Para 1.47)

"The Committee further suggest that in the light of experience gained, Government may consider filling a certain percentage of vacancies every year, through this examination."

Reply of the Government

Government are formulating a scheme for holding a limited competitive examination for recruitment to the Indian Administrative Service from amongst the Central/State Government employees. In this scheme it has been envisaged to set apart a certain percentage of vacancies every year for being filled through the scheme of lateral entry examination.

The Government will take a final decision after the details of scheme are finalised. The recommendation made by the Estimates. Committee as cited above will be kept in view while taking final decisions in the matter.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 15 (Para 1.53)

"The Committee are concerned to note that there are imbalances in the regional representation in the higher civil services. They feel that one of the best ways of bringing a sense of participation in the nation building process to young people from all parts of the country, is to give equitable chances to them to compete and come out successful in the competitive examination for All India Services. This is primarily a problem relating to the educational standards followed in each State. But the responsibility of the Centre is also attracted as the grants for higher education are given by the University Grants Commission. Moreover, a clear responsibility develops on the Centre to give specific encouragement to

the people of backward areas to enable them to come up to the All India level. The Committee suggest that the Department of Personnel should take a lead in this behalf and have a detailed analysis made in depth, with the assistance of the U.P.S.C. and the University Grants Commission, to identify the factors which make for relative success or otherwise of candidates coming from different States/regions of the country and take suitable measures in this regard. The Committee attach great importance to this matter. They desire that a comprehensive scheme, outlining concrete measures which are being taken by Government to achieve this national objective, are furnished to the Committee within six months."

Reply of the Government

The recommendation has been considered by the Government. The Kothari Committee set up by the Union Public Service Commission to go into the existing system of recruitment and to recommend such changes in the scheme of examinations and selection methods as would give adequate emphasis to Knowledge, skills and qualities appropriate to the role and functions of the Services in the context of tasks of national development and reconstruction, has since submitted its report to the UPSC. It has, interalia, examined issues relating to inequality of opportunities among different regions of the country and different sections of the community and has made wide-ranging recommendations aimed at promoting equalisation of opportunities for promising candidates, more particularly those belonging to the weaker sections, for entry in the Civil Services.

A final view in the matter will be taken after considering the recommendations of the Kothari Committee and the views of the Commission thereon.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 19 (Para No. 2.4)

"The Committee feel that in view of the large number of graduates passing out of Indian Universities, there is a vast scope

for attracting large number of promising students to take the examination for recruitment to the All-India Services and other Central Services. This could be done if adequate publicity is given through mass media like articles and writes-up in newspapers, radio, TV, film shorts etc., to bring out the job opportunities that the All India Services offer. The Committee suggest that Government and the U.P.S.C. should undertake production of suitable literature in this behalf and arrange for its wide circulation, about three months before the last date for submission of applications, through Universities and other leading academic institutions in the country. The Committee would further like the Members of the U.P.S.C to pay special visits to universities|colleges, particularly those whose students are not appearing in sufficient numbers and hold meaningful discussions with the faculty members and the students so as to resolve any doubts they may have."

Reply of the Government

The recommendation has been considered in consultation with the U.P.S.C. Adequate provisions already exist for giving wide publicity to the holding of the combined competitive examination for recruitment to the All India and Central Services. The rules of the said examination are notified in the Gazette of India for general information. The notice for the said examination is published in almost all the leading newspapers of the country. The Union Public Service Commission's weekly advertisements in the newspapers repeat the details regarding the I.A.S. etc., Examination every week from the date of the initial advertisement till the closing date for receipt of the applications in the Commission's office. The Commission are also using the Press, Television and All India Radio for advertising the posts to which recruitment is being made by them and for making the general public familiar with their policies. They have been participating in the activities of the Association of Indian Universities and have indicated various methods through which the Commission can help the Universities and their students. The Chairman and Members of the Commission accept invitations to visit and lecture in the Universities and to deliver convocation addressess in the Universities and they are keeping themselves in touch with the Universities and changes in the education system. As a result of all these measures, the number of applicants for the various com-

petitive examinations held by the Commission has been steadily increasing over the years as will be seen from the following table:

Nameof examination	Number of Applicants				
	1950	1960	1970	1975	1967
IAS Etc. Examination .	3647	10376	11710	28533	32916
Indian Forest Service Examination	..	2317*	2680	6656	8267

(*Figures for 1967 Examination which was the first examination held.)

2. Further, these aspects have also been gone into by the Kothari Committee. After a final view is taken on the recommendations of the Kothari Committee, the Government would take whatever further steps are necessary in order to attract students from colleges and institutions from where candidates are not appearing in sufficient numbers.

[Department of Personnel and A.R. O.M. No. 28013|1|76-AIS(I) dated 23-9-76]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 20 (Para No. 2.5)

"The Committee consider that it is of vital importance that the intending candidates are made fully aware of the quality of persons required for the higher civil services as also the crucial role that they would be required to play in formulating and implementing schemes of socio-economic development specially in rural and backward areas, land reforms, slum clearance, eradication of social and economic evils like casteism, communalism, blackmarketing, hoarding etc. The Committee recommend that Government and the U.P.S.C. may suitably incorporate all these aspects in the brochures and other literature, produced by them for the information of intending candidates for these Services The intention of the Committee is to specially encourage talented young persons who are dedicated to the cause of development of the country and have faith in people to apply in even large numbers."

Reply of the Government

The recommendation has been considered by the Government. The Kothari Committee set up by the Union Public Service Com-

mission to go into the existing system of recruitment and to recommend such changes in the scheme of examinations and selection methods as would give adequate emphasis to knowledge, skills and qualities appropriate to the role and functions of the Services in the context of tasks of national development and re-construction, has since submitted its report to the U.P.S.C. A final view will be taken after considering the recommendations of the Kothari Committee and the views of the Commission thereon.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 22 (Para No. 2.25)

"The Committee recommend that Government should take steps as necessary to remove the disparity as between the IAS and IPS in the matter of qualifications of candidates, the scheme of the written examination and marks for the written examination as well as for interview so as to draw into the IPS officers of a better calibre.

Reply of the Government

The recommendation has been considered by the Government. The Kothari Committee set up by the Union Public Service Commission to go into the existing system of recruitment and to recommend such changes in the scheme of examinations and selection methods as would give adequate emphasis to knowledge, skills and qaulities appropriate to the role and functions of the Services in the context of tasks of national development and reconstruction, has since submitted its report to the UPSC. A final view will be taken after considering the recommendations of the Kothari Committee and the views of the Commission thereon.

[Department of Personnel & A.R. O.M. No. 28013|1|76-AIS(I) dated 19-8-76].

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 23 (Para No. 2.26)

"The Committee recommend that the minimum age limit for candidates for the I.F.S. should also be increased from 20 to 21 years

to bring it at par with that for the I.A.S. and I.P.S."

Reply of the Government

The recommendation is being processed in consultation with the States and the Union Public Service Commission. Government will take a final view after considering the recommendations on this subject made by the Kothari Committee on Recruitment Policy and Selection Methods.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

(Recommendation No. 24 Para 2.30)

"Since the age limits for the examination already impose a ceiling on the number of chances that a candidate can avail of, the Committee consider it only reasonable that any further limitation in this regard should not be unduly harsh so as to deny to the candidates opportunities to improve the standard of their performance at the examinations."

Reply of the Government

The Kothari Committee, appointed by the Union Public Service Commission to review the existing recruitment policy and selection methods to higher civil services etc. has also made recommendations on this aspect. This report is now being examined. Government will keep the recommendations of the Estimates Committee in view while taking a final decision on this issue.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 25 (Para No. 2.41)

"The Committee would like Government to work out and strictly implement rational and equitable principles of allocation of all India Services candidates to the various States. They desire that these

principles are published in the annual report of the Department for the information of all concerned."

Reply of the Government

The allocation of cadre officers to the various State cadre is made by the Central Government in consultation with the State Governments concerned. From the very beginning some principles have been adopted by the Government for this purpose. These principles have been under review from time to time to ensure that they are rational and equitable. Since the existing principles ensure equitable distribution of high ranking and low ranking candidates besides candidates from different areas of the country to the various cadres and also safeguard the interests of the women candidates as well as the candidates belonging to the Scheduled Castes and Scheduled Tribes, they are considered to be rational and equitable. The existing principles of State allocation are presently under active review. In future, the principles as finally adopted would be indicated in general terms in the annual report of the Department.

[Department of Personnel and Administrative Reforms O.M. No. 28013|1|76-AIS(I) dated 19-8-76].

Further information called for by the Committee

(a) Please furnish a note setting out the existing principles of State allocations.

(b) Has the review of the principles of State allocations been completed? If so, the result of the review may be indicated.

[Lok Sabha Secretariat O.M. No. 5/11/CS/76 dated the 31st January, 1977]

Further Reply of Government

(a) The principles of State allocations are enumerated below:

1. Vacancies in every cadre are split up equally into 'insider' quota and 'outsider' quota, if necessary, allocations of 'insiders' and 'outsiders' in previous years are taken into consideration for rounding off fractions.

2. Vacancies for Scheduled Castes and Scheduled Tribes are reserved in various cadre according to prescribed percentages; for this purpose Scheduled Castes and Scheduled Tribes are grouped together and the percentages of reservations are aggregated. Reserved vacancies are also divided into 'insiders' and 'outsiders'.

3. Allocation of 'insiders', both men and women, is made strictly according to their rank and their preference for their respective 'home' States.

4. Allocation of women belonging to a Scheduled Caste or a Scheduled Tribe is done according to their ranks *inter-se* and preferences for various cadres, against the vacancies reserved for members of Scheduled Castes/Scheduled Tribes in various cadres; reserved vacancies left over after allocation of these women are filled by the allocation of men belonging to a Scheduled Caste or a Scheduled Tribe strictly in accordance with their ranks *inter-se* and preferences for various cadres.

5. Allocation of women not belonging to a Scheduled Caste or a Scheduled Tribe and not allocated as 'insider' is made against the remaining vacancies, in accordance with their ranks in the merit list and preferences expressed by them for the different cadres, subject to the condition that with such allocation of 'outsider women' to a particular cadre; the number of women (both 'insiders' and 'outsiders') should not exceed twenty-five per cent of the total number of vacancies in that cadre. An 'outsider' woman who cannot be so allocated to any cadre for which she has expressed specific preference, is allocated on *ad-hoc* basis.

6. No woman candidate is to be allocated as an additional 'insider'.

7. Allocation of 'outsider' men not belonging to a Scheduled Caste or a Scheduled Tribe is made in accordance with the "Roster System" after taking into account the allocation of the 'insiders', the women and the men belonging to a Scheduled Caste or a Scheduled Tribe.

(b) The existing principles of State allocations as enumerated above are under review and no final decision in this regard has yet been taken.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 4-3-77]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 28 (Para No. 3.5)

"The Committee consider that the candidates for All India Services should *inter alia* have a basic knowledge of general science

development plans, agriculture, Indian society and culture etc. They, therefore, recommend that the scheme of compulsory papers for the written part of the IAS etc. IAS examination may be reviewed and suitably modified to cover these aspects."

Reply of Government

The recommendations have been considered by the Government. The Kothari Committee set up by the Union Public Service Commission to go into the existing system of recruitment to the All India Services and Central Services has since submitted its report to the Union Public Service Commission in this regard. Government will take a final view in the matter after considering the recommendations made by the Kothari Committee on Recruitment Policy and Selection Methods and the views of the Union Public Service Commission thereon.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 29 (Para No. 3.6)

"The Committee further note that 'General English' is one of the compulsory papers in the All India Service examinations. They understand that medium of instruction in Schools, Colleges and Universities in a number of States has been switched over from English to Hindi and regional languages. Besides, the language of administration in most of the States where the All India Service Officers have to serve, is either Hindi or the regional language of the area concerned. There is also a general feeling that the All India Service examinations are weighed in favour of students who have a good command of the English language. The Committee would, therefore, like Government to review the matter and see that fair opportunities to complete in these examinations, are available to students coming from rural and backward areas and those who have studied in colleges and Universities where medium of instruction is either Hindi or the regional language."

Reply of Government

The Kothari Committee set up by the Union Public Service Commission to go into the scheme and syllabus of the Combined Competitive Examination is understood to have reviewed this matter also. A final view on the aforesaid recommendation of the Estimates Committee would, therefore, be taken after considering the recommendation of the Kothari Committee and the views of the Union Public Service Commission thereon.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 23-9-76].

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 31 (Para No. 3.18)

"The Committee recommend that the major subjects taught to the engineering graduates should also be included among the optional subjects for the examination."

Reply of the Government

The recommendations have been considered by the Government. The Kothari Committee set up by the Union Public Service Commission to go into the existing system of recruitment to the All India Services and Central Services has since submitted its report to the Union Public Service Commission in this regard. Government will take a final view in the matter after considering the re commendations made by the Kothari Committee on Recruitment Policy and Selection Methods and the views of the Union Public Service Commission thereon.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 32 (Para No. 3.19)

"The Committee also desire that science subjects which have a wide-ranging scope of study may be split into two or more optional subects for purposes of examination."

Reply of Government

The recommendations have been considered by the Government. The Kothari Committee set up by the Union Public Service Commission to go into the existing system of recruitment to the All India Services and Central Services has since submitted its report to the Union Public Service Commission in this regard. Government will take a final view in the matter after considering the recommendations made by the Kothari Committee on Recruitment Policy and Selection Methods and the views of the Union Public Service Commission thereon.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 33 (Para No. 3.20)

"The Committee feel that management being important function of the higher administrative services, the subjects of Modern Management including Management Accountancy etc., may also be included among the list of optional subjects."

Reply of the Government

The recommendations have been considered by the Government. The Kothari Committee set up by the Union Public Service Commission to go into the existing system of recruitment to the All India Services and Central Services has since submitted its report to the Union Public Service Commission in this regard. Government will take a final view in the matter after considering the recommendations made by the Kothari Committee on Recruitment Policy and Selection Methods and the views of the Union Public Service Commission thereon.

[Department of Personnel & A.R. O.M. No. 28013/1/76-AIS(I) dated 19-8-76]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 34 (Para No. 3.21)

"The Committee need hardly point out that, as elsewhere in the world, some of the most talented and promising students are being attracted to professional courses such as engineering, agriculture, commerce, etc. The Committee feel that these young persons with professional qualifications who have the ability, aptitude and the making to do well in the general papers which are compulsory, should not be placed at a disadvantage with reference to the optional subjects in the All India Services examinations. In fact, the scheme of examinations should be such that it gives an equitable chance to promising students coming from the various streams of discipline, namely science, humanities, engineering, commerce, agriculture, accountancy, etc. The Committee would like Government to have this matter examined in depth in consultation with U.P.S.C. and inform them of the decision taken to rationalise the choice of optional subjects."

Reply of the Government

It is understood that the Kothari Committee set up by the Union Public Service Commission to go into the scheme and syllabus of the I.A.S., etc., examinations have recommended inclusion of certain additional subjects in the list of optional subjects with a view to providing equitable chance to promising students coming from the various streams of disciplines. Further necessary action in this regard will be taken after a final view is arrived at on the recommendations of the Kothari Committee and the views of the Union Public Service Commission thereon.

[Department of Personnel and A.R. O.M. No. 28013|1|76-AIS(I) dated 19-8-76].

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 35 (Para No. 3.22)

"The Committee note that the present List of optional subjects gives a wide choice to the students of history. The Committee feel that the choice of papers on History pertaining to continents/countries or areas for the I.A.S. etc. Examinations should be more relevant to the present day requirements and facts. The Committee therefore suggest that this aspect may be reviewed by an Expert Committee

consisting of eminent educationists and experienced administrators and necessary action taken at an early date to rationalise these subjects and publish them for the information of the candidates."

Reply of Government

The recommendations have been considered by the Government. The Kothari Committee set up by the Union Public Service Commission to go into the existing system of recruitment to the All India Services and Central Services has since submitted its report to the Union Public Service Commission in this regard. Government will take a final view in the matter after considering the recommendations made by the Kothari Committee on Recruitment Policy and Selection Methods and the views of the Union Public Service Commission thereon.

[Department of Personnel & A.R. O.M. No. 28013|1|76-AIS (I) dated 19-8-76].

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 36—Para 3.23

"The Committee would like to stress that candidates with a scientific and technical background should not feel at a disadvantage at the written examination, compared to the Arts students. They would like that the list of successful candidates should be analysed to see that students of no particular academic subject enjoy continuously a greater share in the Services and suitable measures taken to remedy the position."

Reply of Government

The recommendation has been considered by the Government. The Kothari Committee set up by the Union Public Service Commission to go into the existing system of recruitment and to recommend such changes in the scheme of examinations and selection methods as would give adequate emphasis to knowledge, skills and qualities appropriate to the role and functions of the Services in the context of tasks of national development and reconstruction, has since submitted its report to the U.P.S.C. It has *inter alia* suggested major changes in the list of optional subjects for the written exa-

mination for recruitment to All-India Services by adding subjects like Agriculture, Engineering, Management, Commerce etc.

A final view in the matter will be taken after considering the recommendations of the Kothari Committee and the views of the Commission thereon.

[Department of Personnel & A.R. O.M. No. 28013|1|76-AIS (I), dated 19-8-76].

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 37—Para 3.24

"The Committee would like Government to ascertain how the adoption of Method II in U.K. has worked in actual practice, so that the same may be taken into account while reviewing the system of written examinations for the All India Services."

Reply of Government

The recommendation has been considered by the Government. The Kothari Committee set up by the Union Public Service Commission to go into the existing system of recruitment and to recommend such changes in the scheme of examinations and selection methods as would give adequate emphasis to knowledge, skills and qualities appropriate to the role and functions of the Services in the context of tasks of national development and reconstruction, has since submitted its report to the U.P.S.C.

A final view will be taken after considering the recommendations of the Kothari Committee and the views of the Commission thereon.

[Department of Personnel & A.R.O.M. No. 28013/1/76—AIS(I) dated 19-8-77].

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation Nos. 38 & 39 (Para Nos. 4.16 & 4.17)

(No. 38)

"The Committee feel that the question of introduction of a system of psychological, intelligence and aptitude test in the scheme of IAS etc.|IPS examination merits re-examination by the Union Public Service Commission and the Government keeping in view the facilities therefore available in the country."

(No. 39)

"The Committee emphasise the need for continuous improvement in the method of interview for Personality test at the IAS etc.|IFS examination in the light of the developments taking place abroad in the methodology of interview."

Reply of the Government

The Government have considered these recommendations of the Estimates Committee. The Kothari Committee set up by the Union Public Service Commission to go into the existing sysem of recruitment to the all India and the Centre Services, has since submitted its report to the UPSC in this regard. The aforesaid recommendations of the Estimates Committee have been brought to the notice of the UPSC. Government will take a final decision on the recommendations of the Kothari Committee and the views of the UPSC thereon by taking into account the aforesaid recommendations of the Estimates Committee.

[Department of Personnel and A.R.O.M. No. 28013/1/76-AIS(I) dated 19-8-76].

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 44 (Para No. 4.29)

"The Committee note that candidates are given the option of answering papers on Essay and General Knowledge in any of the languages mentioned in the Eighth Schedule of Constitution but only a small percentage of candidates have exercised their option to answer papers in Indian languages. Since the medium of education in most of the States is Hindi/regional languages it was expected that larger number of candidates would answer the papers in Indian languages. The Committee would like Government to go

into the reasons for the poor response of candidates in answering the papers to remove any apprehensions or difficulties in this regard."

Reply of the Government

Over the years the number of candidates choosing to answer the Essay and General Knowledge papers in languages other than English has been steadily increasing. As against 1068 candidates doing so in 1970 in respect of Essay paper the figure for 1975 is 2746. The corresponding figures for the General Knowledge paper are 633 and 1437. It may, however, be mentioned that the measures taken in the Universities for teaching under-graduate and post-graduate classes in regional languages, particularly in Science, Engineering and Social Sciences subjects have not perhaps been very substantial or far reaching. There also continue to be a shortage of up-to-date and good books in regional languages.

2. The Kothari Committee set up by the Commission is understood to have gone into this aspect. A final view on the aforesaid recommendation of the Estimates Committee would be taken on considering the recommendations of the Kothari Committee and the views of the Union Public Service Commission hereon.

[Department of Personnel & A.R. O.M. No. 28013|1|76-AIS(I) dated 23-9-76]

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 45 (Para No. 4.30)

"The Committee consider that it would only be proper if candidates are allowed the option to answer optional papers in the language in which they have studied them. They therefore recommend that candidates should be allowed to answer papers in optional subjects which are taught in Hindi/regional languages in the Universities and colleges, in the Indian languages."

Reply of the Government

The Kothari Committee set up by the Union Public Service Commission is understood to have gone with this aspect also. A final view in this regard will, therefore be taken after considering the recommendation of the Kothari Committee and the views of the Union Public Service Commission thereon.

[Department of Personnel & A.R.O.M. No. 28013/1/76-AIS(I) dated 23-9-76].

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 46 (Para No. 4.33)

"The Committee recommended that the facility of answering the papers in Hindi or any of the languages mentioned in the Eighth Schedule to the Constitution may be extended to the paper in "General Knowledge" for the Indian Forest Service Examination."

Reply of the Government

The recommendation of the Committee is being processed in consultation with the Union Public Service Commission. The Government will take a final view after considering the recommendations on the subject made by the Kothari Committee on recruitment policy and selection methods.

[Department of Personnel & A.R. O.M. No. 28013|1|76-AIS(I) dated 19-8-76].

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 49 (Para 5.9)

"The Committee note that the Administrative Reforms Commission had recommended that promotion quota of State Civil Service Officers to the IAS|IPS should be increased from 25 to 40 per cent and that the same is under the consideration of the Government. As considerable time has already elapsed since this recommendation was made the Committee would like Government to take early decisions in the matter."

Reply of the Government

The Recommendation No. 16(a) of the ARC regarding enhanced promotion quota in the Central Services etc. was processed through the Committee of Secretaries and the Cabinet Committee on Administration. The Government are also considering a scheme of lateral entry of Central/State Government employees into the IAS through a limited competitive examination. These two have become inter-

linked and the matter is likely to take some time more. Efforts are continuing to take a decision as early as possible.

[Department of Personnel & A.R. O.M. No. 28013|1|76-AIS(I) dated 19-8-76].

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 82 (Para 6.124)

"The Committee have elsewhere in the Report recommended compulsory Refresher Courses for IAS officers at specified periods of their service. As the Refresher Courses would cover senior officers also, it is of the utmost importance that the directorial and academic staff at the Academy is of high calibre who can impart training to the senior officers, participate in discussions with them and inspire respect for their erudition, grasp of administrative problems at various levels and ability. The Committee would therefore stress that really capable persons should be selected as directorial and academic staff of the Academy. The pay and allowances as also the facilities provided to them, should be such as would attract the best talents. The Committee recommend that Mussoorie being a costlier place, special consideration should be given to the grant of additional emoluments and facilities to the officers deputed to the Academy on directorial or academic assignments. Their emoluments should in no case be less attractive than those available to the teaching faculty in the Universities and Institutes of Management. The Committee have no doubt that Government would take all the aspects into account while taking decision on the proposals submitted by the Academy which are already under Government's examination."

Reply of the Government

The Committee being constituted and referred to in the reply to tht Recommendation in para 6.108 is also being asked to examine and make suitable recommendations on the question of pay and allowanes and other facilities of the Academy staff. These will be examined in consultation with Finance in due course, keeping in view the recommendation of the Third Pay Commission etc.

[Department of Personnel & A.R. O.M. No. 28013|1|76-AIS(I) 26-8-76].

Further Information called for by the Committee in respect of Recommendations Nos. 76 & 82 (Paras 6.108 & 6.124).

Please furnish a note indicating the composition, terms of reference, time by which the Commitee is to submit its report etc. of the Committee constituted to make a detailed review of the requirements of accommodation and other ancillary facilities for the Academy and the question of pay and allowances and other facilities for the Academy staff.

Further Reply of Government in respect of Recommendations Nos. 76 & 82 (Paras 6.108 & 6.124).

The Government of India constituted a Committee vide resolution No. 11030|4|76-Trg. II dated 13 October, 1976 (Appendix XVII). the following being its members:—

1.	S/Shri	R.N. Haldipur	. Director, I.I.P.A., New Delhi.
2.	„	J.P. Das .	. Joint Secretary (Pers), Ministry of Finance.
3.	„	Mir Nasrullah	. Joint, Secretary, Ministry of Works and Housing.
4.	„	H.S. Dubey	. Joint Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie.
5.	„	S.D. Bisen .	. Joint Secretary (Training), Department of Personnel and Administrative Reforms, (Convenor).

The above Committee is to examine and report to the Government on the following matters arising out of the recommendations of the Estimates Committee in its 89th Report (Fifth Lok Sabha) on Recruitment Training and Organisation of All India Services, and Conference of Heads of Central Training Institutions:—

(a) Constitution of the Lal Bahadur Shastri National Academy of Administration, Mussoorie in to an autonomous or semi-autonomous unit;

(b) Strengthening the staff and ancillary facilities of the Academy for reorganization of the Foundational Training Courses for All India and Central Services Group 'A' (Both technical and non-technical) according to the recommendations of the Estimates Committee;.

(c) Requirement of land and buildings for the short and long term needs of the Academy.

(d) Arrangements for inservice training programme for officers of the Indian Administrative Service.

The Committee is to submit its report within six months time. A copy of the Government's Resolution is appended.

[Department of Personnel & A.R. New Delhi the 13 October, 1976 O.M. No. 28013/1/76 AIS(1) dated 4-3-77].

Comments of the Committee

Please see para 1.34 of Chapter I of the Report.

Recommendation No. 112 (Para 8.26)

The Committee recommend that the Government should take speedy steps to implement the recommendations of the National Commission on Agriculture already accepted by them to declare the Forest Research Institute and Colleges as an Institute of National importance.

Reply of the Government

The recommendation is accepted in principle. The matter has been under examination for a long time. The Court of the Forest Research Institute & Colleges, Dehra Dun decided in 1963 that steps should be taken to declare the Institute as university by legislating an enactment. However the matter was placed before the Second Expert Committee on Forest Resarch Institute & Colleges in 1965 and they had also favoured the same approach. But in 1969, the Court of the Forest Research Institute & Colleges decided to explore the possibilities of having the Institute affiliated to Meerut or any other university. Since this has not borne fruit, the question of legislation for declaring it as an institution of national importance by an Act of the Parliament has been re-opened. A draft legislation has already been prepared, but all its implications are being studied in consultation with the Ministries of Finance and Education, before putting up the matter to the Cabinet. A decision is expected to be taken shortly.

[Department of Personnel & AR O.M. No. 28013/1/76-AIS(I) dated 19-8-76].

Comments of the Committee

Please see para 1.35 of Chapter I of the Report.

APPENDICES

APPENDIX I

(Vide Recommendation No. 2—Para 1.17)

Department of Personnel & Administrative Reforms

(Cabinet Secretariat)

No. 28013/8/76-AIS(IV)

North Block,
New Delhi-110001.

8th April, 1976.

To

Chief Secretaries to all the State Govts.

(Except Sikkim)

Subject: Indian Forest Service and initial recruitment-Recommendations of the Estimates Committee of the Lok Sabha-Closing of initial recruitment.

Sir,

I am directed to say that as the State Government are aware, the Indian Forest Service was constituted with effect from the 1st July, 1966, under Sec. 2A of the All India Services Act, 1951, and initial recruitment from amongst the eligible State Forest Service officers was made to the various State cadres with effect from the 1st October, 1966. The initial recruitment to the service was completed in the beginning of 1968 and appointments had been notified to all the State cadres. However, in April, 1969, the Supreme Court allowed certain Writ Petitions filed by some State Forest Service officers of Jammu and Kashmir (A. K. Kariarak and other v.s. Union of India and others AIR 1970, S.C. 150) and set aside the initial appointment made to the cadre of Jammu and Kashmir. The main round or the basis of which the Supreme Court passed the above orders was that the Chief Conservator of Forests could not be a member of the Special Selection Board as well as a candidate for selection. The Court observed that such an arrangement vitiated the whole selection officers and was contrary to the principles of natural justice.

2. In view of the Supreme Court's above said judgment, the Government of India considered the matter and, in consultation with the Ministry of Law, decided that initial recruitment to the various

State cadres made on the recommendations of the Special Selection Board of which the Chief Conservator of Forest was a member and he was also a candidate for selection for appointment to that cadre, should be treated as ab initio void. Accordingly, steps were taken, after amending the IFS (Recruitment) Rules, 1966, and IFS (Initial Recruitment) Regulations, 1966, to make fresh selections from amongst the eligible State Forest Service officers. This process of fresh selection started some time in 1970 and ended in March, 1974. Fresh selections could not be finalised earlier because of certain court cases filed by certain officers challenging, inter alia, the powers of the Central Government to make fresh selections. Appointments at the initial constitution of the Service, on the basis of fresh selections, have now been completed in all the cadres.

3. Some State Governments have, however, been sending proposals for the reconsideration of cases of certain State Forest Service officers who were not found suitable by the Board as well as the UPSC for appointment to the IFS on the basis of the fresh selections. The main reasons given by such State Governments, in support of their proposals, are that the service records of the concerned officers had undergone changes as a result of the State Governments' decisions on their representations to expunge adverse entries in their Character Rolls. It has been observed by the Government of India that in certain cases the representations made by the officers against the adverse entries in their Character Rolls were pending consideration of the State Governments concerned at the time of the meeting of the Board. The Government of India considered such proposals from the various State Governments on merits and in some cases the cases were placed before the Board and the UPSC for reconsideration.

4. The State Governments would appreciate that it is now nearly ten years that the Service was constituted and it is high time that initial recruitment to the Service should come to a close. The Estimates Committee (1975-76) of the Lok Sabha, in its 89th Report on Cabinet Secretariat (Department of Personnel and Administrative Reforms—Recruitment, Training and Orientation of All India Services) has inter alia expressed concern over the delay in the finalisation of the initial recruitment to the various State cadres of the Service. The Committee have accordingly recommended that Government should initiate vigorous steps to resolve the problems and finalise and announce the initial constitution of the Service in the next six months so as to and the present state of uncertainty and instability. Papers the 1.17 of the Estimates Committee's Report on the

above subject, is reproduced below for the information of the State Governments:

> "The Committee are surprised that even though the Indian Forest Service as constituted way back in 1966, the initial constitution of the Service has not been finalised as yet and that the Ministry of Agriculture and Irrigation, are the cadre controlling authority in respect of that Service are still not in full command of the situation. The continued delay in finalising the initial constitution not only affects the orderly growth and the development of the service but also has a demoralising effect on the officers as in an unstable and uncertain position, meaningful career planning is hardly possible. The Committee would like Government to initiate vigorous steps to resolve the problems and finalise and announce the initial constitution of the Service, in the next six months so as to end the present state of uncertainty and instability".

5. The Government have carefully considered the recommendations of the Estimates Committee and have decided, in consultation with the UPSC, not to entertain any further proposals from the State Governments for the reconsideration of cases of such of the State Forest Service Officers who were not found suitable by the Board and the Commission on the basis of fresh selection made to the cadre concerned. The State Governments are accordingly requested to ensure that no such proposals are sent to the Government of India hereafter except:

(i) Where direction have been or may be given by any Court of law for the reconsideration of the cases of the individual officers; and

(ii) Where on account of some Stay Orders or pendency of court cases State Governments have not been able to consider the representations made by certain officers against the adverse entries in their Character Rolls.

6. It is requested that cases falling under exceptions (i) and (ii) above may be referred to the Government of India with the relevant of the officers concerned for further necessary action.

7. Kindly acknowledge receipt of this letter.

Yours faithfully,

(M. R. BHARDWAJ)
Deputy Secretary to the Govt. of India.

APPENDIX II

(Vide Recommendation No. 4—Para 1.21)

No. 28062/3/76-AIS(II)—A

Government of India/Bharat Sarkar

Cabinet Secretariat/Mantrimandal Sachivalaya

Department of Personnel & Administrative Reforms

(Karmik Aur Prashasnik Sudhar Vibhag)

New Delhi, dated the 25th August, 1976.

To

The Chief Secretaries to

All the State Governments.

Subject:—Indian Administrative Service-Triennial Review of the strength and composition of the Cadre—Guidelines for formulating proposals—

Sir,

I am directed to say that the Estimates Committee (1975-76—Fifth Lok Sabha) in its Eighty-ninth Report on Cabinet Secretariat (Department of Personnel and Administrative Reforms)—Recruitment, Training and Orientation of All India Services has emphasised the need for timely finalisation of the triennial review of the Indian Administrative Service Cadre and has recommended that guidelines in this regard should be laid down for the State Governments to help them in framing their proposals for Cadre review. Certain instructions on the subject have been issued from time to time. In accordance with the recommendation of the Estimates Committee referred to above, detailed guidelines are laid down in the following paragraphs:—

(1) At the time of the constitution of the Indian Administrative Service, it was decided to include the following categories of posts in the Indian Administrative Service cadres:—

(a) All supereior posts in the Administrative Department of and above the rank of District Officer, i.e. Collectors, Commissioners, Members, Board of Revenue, Secretaries, Deputy Secretaries etc.

(b) A proportion of miscellaneous posts including those of heads of Department.

(2) Posts that fulfil the qualifications described above should be enumerated as senior posts under the State Government.

(3) The intention has always been that all posts in the State which are required on a long term basis and which carry duties and responsibilities similar to such cadre posts should be included in the cadre.

(4) A realistic estimate should be made of the new posts required during 4 to 6 years on the basis of the previous rate of expansion of the cadre and/or additional posts required in connection with the Five Year Plan and the growing business of Government and the cadre strength be fixed after taking these needs into consideration.

(5) State Governments should review the position of their cadres with particular reference to:—

(i) anticipated additional manpower requirements on account of the increased tempo of social and economic development under the Five Year Plan;

(ii) encadrement of such of the posts temporarily added to the cadre as are required on a long term basis;

(iii) encadrement of non-cadre posts declared equivalent to cadre posts, wherever necessary with special attention to those posts which have continued for over 3 years;

(iv) exclusion, where considered necessary, of cadre posts kept in abeyance for periods exceeding 6 months;

(v) exclusion, where considered necessary, of specialised posts which should ordinarily be manned by technical officers e.g. Director of Agricultr, Director of Fisheries, Director of Printing, etc.; and

(vi) the exclusion of (posts of semi-specialised nature) and foreign service posts e.g. Director Town & Country Planning or posts in Government owned and other public sector enterprises.

(6) With a view to ensure integrated development of the tribal belts in the States, State Governments have been advised to adopt an Area. Development approach under a Senior Officer. For this

purpose, the post of Tribal Development Commissioner may be allowed in States where there is major concentration of tribal people. Depending upon the tribal population, the post could be either in the senior scale or in the super time scale.

(7) Where the posts of Command Area Development Commissioner/Authority have been encadred, posts of Additional Area Development Commissioner/Authority might be considered for encadrement with a view to train up middle level officers for eventually taking over responsibility of major area development project in the States.

(8) Posts in corporate bodies like Municipal Corporations cannot be shown under the existing item 1 of the Cadre Schedule as they are not posts under the State Government. Such posts should be included under item 5 of the Cadre Schedule.

(9) In the Ministry of Home Affairs letter No. 1/20/69-AIS (II) dated the 26th February, 1969, the State Governments were informed that in the context of the increased responsibilities attached to the post of Secretary to the State Government, they might upgrade the post of Secretary to super time scale. It was indicated that such a step might not only help in removing promotion blocks in many States but might also provide adequate career prospects for the I.A.S. officers in the State thereby arresting migration of able officers to the Centre. The Government of India considered the matter further and it has been decided, vide this Department's letter No. 11031/7/75-AIS (II) dated the 18th August, 1975 that in future the general proposition to upgrade all posts of Secretaries to the State Government in the super time scale will not be accepted and each case of upgradation will be considered on merits.

(10) The post of Liaison Officer is essentially a contact post and its inclusion in the cadre is not warranted by the nature of its duties.

(11) Recommendation No. 76 of the Third Central Pay Commission that the Central Government should try to relieve promotion blocks in the State Cadres by selectively drawing officers from those cadres where there are promotion blocks to the Centre has also been brought to the notice of the State Governments. It has been pointed out to the State Governments that the prospects of promotion are not uniform in all the State Cadres. This is because there is wide fluctuation in the percentage of posts carrying pay in the super time scale to the total number of posts in item 1 of the various cadres. The State Governments should keep this aspect in view while framing proposals for triennial review of the State Cadres.

(12) There are two categories of ex-cadre posts namely:—

(i) temporary additions to the Cadre under the second proviso below sub-rule (2) of Rule 4 of the Cadre Rules;

(ii) posts created by the State Government under their inherent powers and the appointment of members of the IAS thereto, regulated under rule 9 of the Pay Rules. Both these categories of posts have to be reckoned against deputation reserve. Neither of these posts is cadre post.

(13) The Cadre Schedule should not go into unnecessary detail, because of which it becomes necessary to amend the Schedule repeatedly, with reference to administrative changes within the State Governments. For example, the posts of Joint Secretary to the State Government and Deputy Secretary to the State Government are both in the senior scale of pay and it is really unnecessary that if a post of Joint Secretary is to be converted into that of Deputy Secretary or vice versa the case should be referred to the Central Government. However, if these posts are specified in the Cadre Schedule separately, then it does become necessary to refer the case to the Central Government. This could be avoided by grouping these posts as Joint/Deputy Secretaries to the State Government. Similarly, the posts of Secretary to the State Governments in a particular scale of pay need not be specified in detail with reference to the Departments under them. If in the Cadre Schedule sufficient flexibility is provided in this way, the need for frequent amendments thereof would be reduced.

(14) It has been brought to the notice of the State Governments that the Election Commission had suggested that, in view of the important functions required to be performed by the Chief Electoral Officer regarding the preparation/revision of electoral rolls in the State and to conduct elections to Parliament and to the Legislative Assemblies of the State, the post of Chief Electoral Officer should be held by a very senior officer, preferably belonging to the IAS and holding a post in the super-time scale. It was also brought to the notice of the State Governments that the work relating to the Chief Electoral Officer is heavy only at the time of elections. At other times he will not have enough work to keep himself fully occupied. The duties and responsibilities attached to a cadre post should be such that they keep him fully occupied. From this point of view, the post of Chief Electoral Officer does not qualify to be a fulfledged cadre post. It is, therefore, suggested that one of the officers holding the post of Secretary/Special Secretary/Commissioner and Secretary to the Government in the super-time scale of the IAS

should be declared as ex-officio Chief Electoral Officer. During the periods when the work pertaining to the Chief Electoral Officer is not heavy, a suitable regrouping of the Departments attached to the Secretaries may be done but when the work is heavy the Chief Electoral Officer may be divested of most of the Secretariat work and permitted to concentrate on work connected with the elections. This proposal had the approval of the Election Commission.

(15) Some of the State Governments have been frequently proposing amendments to the Cadre Schedule either by way of addition of new posts or by way of redesignation of posts, besides increasing or decreasing the number of senior duty posts under the State Governments Such amendments result in varying the strength of the different reserves also and are not desirable. The State Governments should sponsor their review proposals after taking into consideration their requirements at least for three years to avoid frequent proposals for amendments to the Cadre Schedule.

(16) It is observed that certain specialised/technical posts like Director of Agriculture|Director of the Fisheries|Director of Statistics and Evaluation are included in some of the Cadres. The long term policy of the Central Government is that such posts should be manned by officers of the Departmental cadres. Where the particular cadres do not have persons with the requisite qualification/calibre, suitable recruitment policies should be evolved so that ultimately these posts could be encadred in the respective Departmental services. This policy should be kept in view by the State Governments while formulating their proposals for consideration by the Triennial Review Committee.

(17) The Triennial Review proposals should be sent in the enclosed proforma.

(18) The Estimates Committee has observed that the State Governments may undertake, in the light of the guide-lines, a review of their cadre position and place their considered proposals before the Cadre Review Committee. Accordingly, the Triennial Review proposals should be submitted in the prescribed Proforma to this Department at least two months before the completion of three years from the date of the previous Triennial Review.

Yours faithfully,

(K. K. JASWAL)

Under Secretary to the Government of India.

Statement I

Statement showing the existing cadre posts in the I.A.S. Cadre of and the Cadre Posts proposed by the State Government

S. No.	Existing cadre posts			Proposed cadre posts			Additions/ Deletions	Remarks
	Designation	Pay (in Rs.)	Number	Designation	Pay (in Rs.)	Number		
1	2	3	4	5	6	7	8	9
1.	SENIOR POSTS UNDER THE STATE GOVERNMENT							
2.	Central Deputation Reserve							
3.	Posts to be filled by promotion and selection							
4.	Posts to be filled by direct recruitment							
5.	Deputation Reserve							
6.	Leave Reserve							
7.	Junior posts							
8.	Training Reserve							
	Direct Recruitment posts							
	Promotion posts							
	Total Authorised strength							

Statement II

Statement showing the position regarding the posts (Cadre and Ex-cadre) in the State Secretariat held by the members of the various Services

S. No.	Designation of posts	Indian Administrative Service	State Civil Service	State Secretariat Services	Others	Vacant	Total
1	2	3	4	5	6	7	8
1.	(a) Secretary in supertime scale . . .						
	(b) Secretary in senior scale						
2.	Special Secretary						
3.	Additional Secretary . . .						
4.	Joint Secretary						
5.	Deputy Secretary						

Statement III

CADRE.....

Non-Cadre posts to which Cadre Officers have been appointed (as on the 1st of the month which the proposals are sent)

S. No.	Designation of the post	Scale of pay	Date of Creation	Period for which created	Has the post been declared equivalent in status and responsibility to a post included in the pay Schedule? If not, reasons therefor	Remarks
1	2	3	4	5	6	7

Statement IV

Cadre posts which have remained vacant for six month or more (as on 1st of the month in which the proposals are sent).

S. No.	Designation of the post	Date from which the post has been vacant	Date up to which the post is expected to be/proposed to be kept vacant	Reasons for the post being vacant and not decadring them	Remarks
1	2	3	4	5	6

Statement V

CADRE.....

Statement explanining proposals of State Government for Encadrement/Decadrement/Upgradation/Downgradation/Redesignation.

S. No.	Designation of the post	Proposal	Justification of the proposal
1	2	3	4

Statement IV

Statement showing the Special Pay attached to Cadre Posts.

Sl. No.	Designation of the post	Special pay attached to the post
1	2	3
1.	*Cadre posts.*	

Statement VII

CADRE.....

Central Deputation Reserve as on the 1st of the January of 1973, 1974 *and* 1975

S. No.	Date	Number of posts under the State Government	Central Deputation Reserve		Percentage of column (5) to column (3)	Remarks
			Authorised strength	Utilisation*		
1	2	3	4	5	6	7
1	1-1-1973					
2	1-1-1974					
3	1-1-1975					

Note :—*Posts under the Central Government undertakings and international organizations should also be included *vide* this Department's letter No. 11031/19/75-AIS(II) dated the 16th April, 1975.

Statement VIII

CADRE.....

Deputation reserve as on the 1st of the January of 1973, 1974 *and* 1975

S. No.	Date	Posts to be filled by direct recruitment (item 4 of the Cadre Schedule)	Deputation reserve		Percentage of Column (5) to Column (3)	Remarks
			Authorised strength	Utilisation		
1	2	3	4	5	6	7
1	1-1-1973					
2	1-1-1974					
3	1-1-1975					

Note :—Posts under the Central Government undertakings and international organisations should also be excluded *vide* this Department's letter No. 11031/19/75-IAS(II) dated the 16th April, 1975.

Statement IX

CADRE.....

Posts in Selection Grade and Carrytng pay above the time scale of pay, as on the 1st of the month in which proposals are sent

1. SELECTION GRADE :

(a) Number of sanctioned posts :

(b) Number of Cadre Officers drawing pay in the Selection Grade otherwise than by holding the posts in item (I) (under the next-below rule etc.)

(c) Year of allotment of the most junior from among the cadre officers drawing pay in the Selection Grade

(d) Year of allotment of the most senior from among the cadre officers drawing pay in the Selection Grade

(e) Forecast if the proposals are accepted

	Current Year (1975)	1-1-1976	1-1-1977	1-1-1978

2. Pay above the time scale of pay	Item of the Cadre Schedule	Year of allotment of the most junior from among the cadre officers drawing the pay and the forecast if the proposals are accepted			
	Item 1 Item 2 Item 3	1-1-75	1-1-76	1-1-77	1-1-78
(a) Rs. 3,500/- per mensem					
(b) Rs. 3,250/- per mensem					
(c) Rs. 3,000/- per mensem					
(d) Rs. 2,750/- per mensem					
(e) Rs. 2,500/—125/2—2750 per mensem					
TOTAL					

Statement X

ABST Act showing the position obtaining/that will obtain if the proposals are accepted in the I.A.S. Cadre of

1. Total authorised strength

(a) Existing

(b) Proposed

2. Gap in the direct recruitment quota.

(a) Existing

(b) If the proposals are accepted

3. Number of posts carrying pay admissible to a Secretary to the Government of India, Namely, Rs. 3,500/-.

(a) Existing

(b) Proposed

4. Number of post(s) carrying pay admissible to that of Additional Secretary to the Government of India, namely Rs. 3,000/-

(i) Existing

(ii) Proposed

5. Utilisation of Central Deputation Reserve as on the 1st of the month in which the proposals are sent

(i) Authorised strength

(ii) Utilisation

(iii) Gap

6. Utilisation of Deputation Reserve as on the 1st of the month in which proposals are sent

(i) Authorised strength

(ii) Utilisation

(iii) Gap

7. Position regarding the utilisation of posts to be filled by promotion/selection (as on the 1st of the month in which proposals are sent).

(i) Number of posts

(ii) Officers in position

(iii) Gap

8. Position regarding the posts that can be filled by Selection of non State Civil Service Officers (as on the 1st of the month in which proposals are sent)

(i) Permissible limit

(ii) Officers in position

(iii) Gap

9. Number of non cadre officers holding cadre posts as on the 1st of the month in which proposals are sent

10. Number of cadre posts vacant for over six months as on the 1st of the month in which proposals are sent

11. Percentage of cadre posts carrying special pay to the total number of senior posts under the State Government excluding posts in the super time scale of pay.

APPENDIX III

(*vide* Recommendation No. 4—Para 1.21)

No. 28062/3/76-IAS (ii)-B

Government of India/Bharat Sarkar

Cabinet Secretariat/Mantrimandal Sachivalaya

Department of Personnel & Administrative Reforms

(Karmik Aur Prashasanik Sudhar Vibhag)

New Delhi, dated the 25th August, 1976.

To

The Chief Secretaries to

All the State Governments.

Subject:—Indian Police Service Triennial Review of the strength and composition of the Cadre—Guide lines for framing proposals—

Sir,

I am directed to say that in accordance with Sub-rule (2) of Rule 4 of the Indian Police Service (Cadre) Rules, 1954, at the interval of every three years, the strength and composition of each cadre is reviewed in consultation with the State Government or State Governments concerned. In the Triennial Reviews of the various cadres, certain difficulties have been noticed. Detailed guidelines are, therefore, laid down in the following paragraphs for the guidance of the State Governments so that in formulating their Triennial Review proposals, they might take into account the various points clarified hereunder.

2. A realistic estimate should be made of the new posts required during 4 to 6 years on the basis of the previous rate of expansion of the cadre and/or additional posts required and the cadre strength be fixed after taking these needs into consideration.

3. State Governments should review the position of their cadres with particular reference to:—

(i) anticipated additional manpower requirements on account of the increased tempo of social and economic develop-

ment under the Five Year Plan;

(ii) encadrement of such of the posts temporarily added to the cadre as are required on a long term basis;

(iii) encadrement of non-cadre posts declared equivalent to cadre posts, wherever necessary with special attention to those posts which have continued for over three years;

(iv) exclusion, where considered necessary, of cadre posts kept in abeyance for periods exceeding six months;

(v) exclusion, where considered necessary, of specialised posts which should ordinarily be manned by technical officers *e.g.* Director of Fisheries, Director of Printing etc.; and

(vi) the exclusion of posts of semi-specialised nature and foreign service posts *e.g.* Director, Town and Country Planning or posts in Govt. owned and other Public Sector enterprises.

4. Posts in corporate bodies like Municipal Corporation cannot be shown under the existing item 1 of the cadre schedule as they are not posts under the State Government. Such posts should be included under item 5 of the Cadre Schedule.

5. The post of Liaison Officer is essentially a contact post and that its inclusion in the cadre is not warranted by nature of its duties.

6. There are two categories of ex-cadre posts, namely:—

(i) temporary addition to the Cadre under the second proviso below sub-rule (2) of Rule 4 of the Cadre Rules;

(ii) posts created by the State Government under their inherent powers and the appointment of members of the IPS thereto, regulated under Rule 9 of the Pay Rules. Both these categories of posts have to be reckoned against deputation reserve. Neither of these is a cadre post.

7. The Cadre Schedule should not go into unnecessary details, because of which it becomes necessary to amend the Schedule repeatedly, with reference to administrative changes within the State Government. For example, the posts of Deputy Inspector General of Police need not be specified in detail, like DIG (Ranges), DIG

(Head Quarters) etc, but only the total number of posts of DIG may be mentioned. Similarly, the posts of Superintendent of Police/Additional Superintendent of Police may not be specified district-wise. If the posts are specified in the Cadre schedule separately, then whenever a post is required to be utilised for another district not mentioned in the Cadre schedule, it becomes necessary to refer the case to the Central Government. This could be avoided by indicating only the total number of posts of Superintendent of Police or Additional Superintendent of Police, as the case may be. If in the Cadre Schedule sufficient flexibility is provided in this way, the need for frequent amendments thereof could be reduced.

8. Some of the State Governments have been frequently proposing amendments to the Cadre Schedule either by way of addition of new posts or by way of redesignation of posts besides increasing or decreasing the number of senior duty posts under the State Governments. Such amendments result in varying the strength of the different reserves also and are not desirable. The State Governments should sponsor their review proposals after taking into consideration their requirements at least for three years to avoid frequent proposals for amendments to the Cadre Schedule.

9. The Triennial Review proposals should be sent in the enclosed proforma.

10. The Estimates Committee has observed that the State Governments may undertake, in the light of the guidelines, a review of their cadre position and place their considered proposals before the Cadre Review Committee. Accordingly, the Triennial Review proposals should be submitted in the prescribed proforma at least two months before the completion of three years from the date of the previous Triennial Review.

Yours faithfully,

(K. K. JASWAL)

Under Secretary to the Govt. of India.

Annexure to letter No. 28062/3/76-AIS (II) (B) of 20-8-1976.

Statement I

Statement Showing the existing cadre posts in the I.P.S. cadre of and the cadre posts proposed by the State Government

S. No.	Existing cadre posts			Proposed cadre posts			Additions/ Deletions	Remarks
	Designation	Pay (in Rs.)	Number	Designation	Pay (in Rs.)	Number		
1	2	3	4	5	6	7	8	9
1	*Senior Posts under the State Government.*							
2	Central Deputation Reserve							
3	Posts to be filled by promotion and selection							
4	Posts to be filled by direct recruitment							
5	Deputation Reserve							
6	Leave Reserve							
7	Junior posts							
8.	Training Reserve							
				Direct Recruitment posts.				
				Promotion Posts.				
				Total authorised strength.				

Statement II

CADRE

Non-Cadre posts to which Cadre Officers have been Appointed (as on the 1st of the Month in which the proposals Are Sent)

S. No.	Designation of the post	Scale of Pay	Date of creation	Period for which created	Has the post been declared equivalent in status and responsibility to a post included in the Pay Schedule? If not, reasons therefor.	Remarks
1	2	3	4	5	6	7

Statement III

Cadre Posts which have remained vacant for six months or more
(As on the 1st of the month in which the Proposals are sent)

S.No.	Designation of the post	Date from which the post has been vacant	Date upto which the post is expected to be/proposed to be kept vacant	Reasons for the post being vacant and not decadring them	Remarks
1	2	3	4	5	6

Statement IV

CADRE——————

Statement explaining proposal, of State Government for encadrement/Decadrement/Upgradation/Downgradation/Redesignation

S. No.	Designation of the post	Proposal	Justification for the proposal
1	2	3	4

Statement V

Statement showing the Special Pay attached to Cadre Posts

S. No.	Designation of the post	Special pay attached to the post
1	2	3
1.	Cadre posts	

Statement - VII

CADRE

Deputation Reserve as on the 1st January of 1973, 1974 and 1975

S. No.	Date	Posts to be filled by direct recruitment (item 4 of the cadre schedule)	Deputation Reserve		Percentage of column (5) to column (3)	Remarks
			Authorised strength	Utilisation		
1	2	3	4	5	6	7
1	1-1-1973					
2	1-1-1974					
3	1-1-1975					

NOTE :—Posts under the Central Government Undertakings and international organisations should also be excluded *vide* this Department's letter No. 11031/19/75-AIS(II), dated the 16th April, 1975.

Statement VIII

CADRE——————

Posts in Selection Grade and carrying Pay above the Time Scale of Pay, as on the 1st of the Month in which Proposals are sent

1. *Selection Grade :*

(*a*) Number of sanctioned posts.

(*b*) Number of Cadre Officers drawing pay in the Selection Grade otherwise than by holding the posts in item (*i*) Under the next-below rule etc).

(*c*) Year of allotment of the most junior from among the cadre officers drawing pay in the Selection Grade.

(*d*) Year of allotment of the most senior from among the cadre officers drawing pay in the Selection Grade.

(*e*) Forecast if the proposals are accepted.

	Current Year (1975)	1-1-1976	1-1-1977	1-1-1978

2. Pay above the time scale of pay	Item of the Cadre Schedule			Year of allotment of the most junior from among the cadre officers drawing the pay and the forecast if the proposals are accepted.			
	Item 1	Item 2	Item 3	1-1-1975	1-1-1976	1-1-1977	1-1-1978
(*a*) Rs. 3,000/- per mensem							
(*b*) Rs. 2,500- 125/2-2,750 per mensem							
(*c*) Rs. 2,250-125/2-2500 per mensem							
(*d*) Rs. 2,000-125/2-2,500 per mensem							
TOTAL							

STATEMENT IX

Abstract showing the position obtaining/that will obtain if the proposals are accepted in the I.P.S. Cadre of

1. Total authorised strength
   (a) Existing
   (b) Proposed

2. Gap in the direct recruitment quota
   (a) Existing
   (b) If the proposals are accepted

3. Utilisation of Central Deputation Reserve as on the 1st of the month in which the proposals are sent.
   (i) Authorised Strength
   (ii) Utilisation
   (iii) Gap

4. Utilisation of Deputation Reserve as on the 1st of the month in which proposals are sent.
   (i) Authorised Strength
   (ii) Utilisation
   (iii) Gap

5. Position regarding the utilisation of posts to be filled by promotion/selection (as on the 1st of the month in which proposals are sent).
   (i) Number of posts
   (ii) Officers in position
   (iii) Gap

6. Position regarding the posts that can be filled by Selection of non-State Civil Service Officers (as on the 1st of the month in which proposals are sent).

   (i) Permissible limit

   (ii) Officers in position

   (iii) Gap

7. Number of non cadre Officers holding cadre posts as on the 1st of the month in which proposals are sent.

8. Number of cadre posts vacant for over six months as on the 1st of the month in which proposals are sent.

9. Percentage of cadre posts carrying special pay to the total number of senior posts under the State Government excluding posts in the super time scale of pay.

APPENDIX IV

(*Vide* Recommendation No. 4—Para 1.21)

No. 28062/3/76-AIS(II)-C

Government of India/Bharat Sarkar

Cabinet Secretariat/Mantrimandal Sachivalaya

Department of Personnel & Administrative Reforms

(Karmik Aur Prashasnik Sudhar Vibhag)

New Delhi, dated the 25th August, 1976.

To

The Chief Secretaries to

All the State Governments.

Subject:—Indian Forest Service Triennial Review of the strength and composition of the Cadre—Guide lines for framing proposals—

Sir,

I am directed to say that in accordance with Sub-rule (2) of Rule 4 of the Indian Forest Service (Cadre) Rules, 1966, at the interval of every three years, the strength and composition of each cadre is reviewed in consultation with the State Government or State Government concerned. In the Triennial Reviews of the various cadres, certain diffculties have been noticed. Detailed guidelines are, therefore, laid down in the following paragraphs for the guidance of the State Governments so that in formulating their Triennial Review Proposals, they might take into account the various points clarified hereunder.

2. A realistic estimate should be made of the new posts required during 4 to 6 years on the basis of the previous rate of expansion of the cadre and/or additional posts required and the cadre strength be fixed after taking these needs into consideration.

3. State Governments should review the position of their cadres with particular reference to:—

(i) anticipated additional manpower requirements on account of the increased tempo of social and economic development under the Five Year Plan;

(ii) encadrement of such of the posts temporarily added to the cadre as are required on a long term basis;

(iii) encadrement of non-cadre posts declared equivalent to cadre posts, wherever necessary with special attention to those posts which have continued for over three years;

(iv) exclusion, where considered necessary, of cadre posts kept in abeyance for poriods exceeding six months;

(v) exclusion, where considered necessary, of specialised posts which should ordinarily be manned by technical officers e.g. Director of Fisheries, Director of Printing etc.; and

(vi) the exclusion of posts of semi-specialised nature and foreign service posts e.g. Director, Town and Country Planning or posts in government owned and other public sector enterprises.

4. Posts in corporate bodies like Municipal Corporation cannot be shown under the existing item 1 of the cadre schedule as they are not posts under the State Government. Such posts should be included under item 5 of the Cadre Schedule.

5. The post of Liaison Officer is essentially a contact post and that its inclusion in the cadre is not warrented by nature of its duties.

6. There are two categories of ex-cadre posts, namely:—

(i) temporary addition to the Cadre under the second proviso below sub-rule (2) of Rule 4 of the Cadre Rules;

(ii) posts created by the State Government under their inherent powers and the appointment of members of the IFS thereto, regulated under Rule 9 of the Pay Rules. Both these categories of posts have to reckoned against deputation reserve. Neither of these posts is a Cadre Post.

7. The Cadre Schedule should not go into unnecessary details, because of which it becomes necessary to amend the Schedule repeatedly, with reference to administrative changes within the State Governments. For example, the posts of Conservator of Forests need not be specified on functional basis. All the posts of Conservator of Forests may be clubbed together so that the State Government may be in a position to utilise them either for territorial divisions or for functional assignments, without having to refer to the Central Government for amendments to Cadre Schedule. Similarly, the posts of Deputy Conservator of Forests may also be clubbed

together. If in the Cadre Schedule, sufficient flexibility is provided in this way, the need for frequent amendments thereto would be reduced.

8. Some of the State Governments have been frequently proposing amendments to the Cadre Schedule either by way of addition of new posts or by way of redesignation of posts besides increasing or decreasing the number of senior duty posts under the State Governments. Such amendments result in varying the strength of the different reserves also and are not desirable. The State Governments should sponsor their review proposals after taking into consideration their requirements at least for three years to avoid frequent proposals for amendments to the Cadre Schedule.

9. The triennial review proposals should be sent in the enclosed proforma.

10. The Estimates Committee has observed that the State Governments may undertake, in the light of the guidelines, a review of their cadre position and place their considered proposals before the Cadre Review Committee. Accordingly, the Triennial Review proposals should be submitted in the prescribed proforma at least two months before the completion of three years from the date of the previous Triennial Review.

Yours faithfully,

(K. K. JASWAL)

Under Secretary to the Government of India.

ANNEXURE TO LETTER NO. 28062/3/76-AIS-II (C) OF 26-8-1976

Statement I

Statement showing the existing Cadre Posts in the I.F.S. Cadre of and the Cadre Posts proposed by the State Government

S. No.	Existing cadre posts			Proposed cadre posts			Additions/ Deletions	Remarks
	Designation	Pay (in Rs.)	Number	Designation	Pay (in Rs.)	Number		
1	2	3	4	5	6	7	8	9
	1. *Senior Posts under the State Government*							
2	Central Deputation Reserve							
3	Posts to be filled by promotion and selection							
4	Posts to be filled by direct recruitment							
5	Deputation Reserve							
6	Leave Reserve							
7	Junior posts							
8	Training Reserve							
				Direct Recruitment posts				
				Promotion Posts				
				Total authorised strength				

Statement II

CADRE————

Non-Cadre Posts to which Cadre Officers have been appointed (as on the 1st of the month in which the proposals are sent)

S. No.	Designation of the post	Scale of pay	Date of creation	Period for which created	Has the post been declared equivalent in status, and responsibility to a post included in the Pay Schedule? If not, [reasons, therefor	Remarks
1	2	3	4	5	6	7

Statement VIII

Cadre Posts Which have remained vacant for Six Months or more (as on the 1st of the month in which the proposals are sent)

S. No.	Designation of the post	Date from which the post has been vacant	Date up to which the post is expected to be/proposed to be kept vacant	Reasons for the post being vacant and not decadring them	Remarks
1	2	3	4	5	6

STATEMENT IV

CADRE————————

Statement Explaining Proposals of State Government for Encadrement/Decadrement/Upgradation/Downgradation/Redesignation

S. No.	Designation of the post	Proposal	Justification for the proposal
1	2	3	4

Statement V

Statement Showing the Special Pay Attached to Cadre Posts

S.No.	Designation of the post	Special pay attached to the post
1	2	3
1.	*Cadre posts*	

Statement VI

CADRE——————

Central Deputation reserve as on the 1st of the January of 1973, 1974 and 1975

S. No.	Date	Number of posts under the State Government	Central Deputation Reserve		Percentage of column (5) to column (3)	Remarks
			Authorised Strength	Utilisation*		
1	2	3	4	5	6	7
1.	1-1-1973					
2.	1-1-1974					
3.	1-1-1975					

NOTE :—* Posts under the Central Government undertakings and international organizations should also be included *vide* this Department's letter No. 11031/9/75-AIS(II) dated the 16th April, 1975.

Statement VII

CADRE——————

Deputation Reserve as on the 1st January of 1973, 1974 *and* 1975

S.No.	Date	Posts to be filled by direct recruitment (item 4 of the Cadre Schedule)	Deputation Reserve		Percentage of column (5) to column (3)	Remark.
			Authorised Strength	Utilisation*		
1	2	3	4	5	6	7
1	1-1-1973					
2	1-1-1974					
3	1-1-1975					

NOTE:— *Posts under the Central Government Undertakings and international organizations should also be exlcuded *vide* this Department's letter No. 11031/19/75-AIS(II) dated the 16th April, 1975.

Statement VIII

Abstract showing the Position Obtaining/that will Obtain if the Proposals are accepted in the I.F.S. cadre of

1. Total authorised strength.

   (a) Existing

   (b) Proposed.

2. Gap in the direct recruitment quota.

   (a) Existing

   (b) If the proposals are accepted.

3. Utilisation of Central Deputation Reserve as on the 1st of the month in which proposals are sent.

   (i) Authorised strength

   (ii) Utilisation

   (iii) Gap.

4. Utilisation of Deputation Reserve as on the 1st of the month in which proposals are sent.

   (i) Authorised strength

   (ii) Utilisation

   (iii) Gap.

5. Position regarding the utilisation of posts to be filled by promotion/selection (as on the 1st of the month in which proposals are sent).

   (i) Number of posts.

   (ii) Officers in position

   (iii) Gap.

6. Position regarding the posts that can be filled by Selection of non-State Civil Service Officers (as on the 1st of the month in which proposals are sent).

(i) Permissible limit

(ii) Officers in position

(iii) Gap.

7. Number of non cadre officers holding cadre posts as on the 1st of the month in which proposals are sent.

8. Number of Cadre posts vacant for over six months as on the 1st of the month in which proposals are sent.

9. Percentage of cadre posts carrying special pay to the total number of senior posts under the State Government excluding posts in the super time scale of pay.

APPENDIX V

(*Vide* Recommendation No. 64—Para 6.56)

S. S. BISEN
JOINT SECRETARY

D.O. No. 27/44/75-Trg. II
GOVERNMENT OF INDIA
(DEPARTMENT OF PERSONNEL & ADMINISTRATIVE REFORMS)
New Delhi, the 5th October, 1976

My dear Dubey,

Please refer to Parthasarathy's letter No. 2/CTI(2)/1/76-IST dated the 31st July, 1976, forwarding the record of the proceedings of the special conference of the Heads of Central Training Institutions held at New Delhi on July 9, 1976.

2. The Government have approved the recommendations made by the Conference for restructuring of the Foundational Course for probationers of All India and Central Services Group 'A' (both technical and non-technical). In respect of para 5.0(f) and 5.1(a) of the Report, Secretary's observations are reproduced below for necessary action:—

"(a) In respect of objectives and contents of the Foundational Course, Government desires that so far as para 5.0(f) is concerned, the training while being problem-oriented, should also have result orientation as its objective; what requires greater emphasis is the handling of implementation situations either through the case study or otherwise. As far as para 5.1 is concerned, the cognitive understanding need not be limited to socio-political environment only. It will have to be an understanding of the physical environment (with particular reference to the rural environment, urbanisation, rural-urban migration, problems of slums, etc., apart from concepts like metropolis satellite towns, problems arising out of industrial environment including environmental pollution); political environment particularly in the context of constitutional background; economic environment with particular reference to country's plan, 20-Point Economic

Programme, international economy, etc., social environment with particular reference to population pattern and population behaviour, comunity value system and implication of the welfare State in the social context. In other words, the change in all other sectors with all their implications should be adequately brought out to shape the attitudes of the administrator.

3. The six broad streams for academic study during the Foundational Course and weightage assigned to them will, it is presumed, cover management of public sector undertakings, administrative law and administrative tribunals and the new national policy on population.

4. On the question of duration of the Foundational Course, Government desire that it should be of five months duration.

5. In respect of the requirements of staff and other physical facilities at the Academy, the Government have set up a Committee to examine and make recommendations on the following matters:—

(i) Establishing a separate Staff College for the IAS;

(ii) Pattern and strength of staffing of the Academy;

(iii) Further requirements of physical facilities at the Academy;

(iv) Emoluments and working conditions of the staff.

Further action is therefore to be taken after the receipt of the report from the Committee.

6. We are also informing the various cadre-controlling authorities that the duration of the Foundational Course from 1977 onwards would be five months and about the addition of a new subject of 'Management Techniques and Behavioural Sciences'.

With regards,

Yours sincerely,

Sd/-

(S. S. BISEN).

Shri H. S. Dubey,

Joint Director,

Lal Bahadur Shastri National Academy of Administration,

MUSSOORIE.

No. 27|44|75-Trg.II

GOVERNMENT OF INDIA

(CABINET SECRETARIAT)

Department of Personnel and A.R.

New Delhi, the 11th Oct., '76

SUBJECT.—*Foundational Course for All India and Central Service Group 'A' (both technical and non-technical) Officers at Lal Bahadur Shastri National Academy of Administration, Mussoorie—Duration of.*

Sir,

I am directed to say that the Government have accepted the recommendations of the Heads of Central Training Institutions for restructuring of the contents of the Foundational Course for all India and Central Service group 'A' officers (both technical and non-technical) at the LBSNAA, Mussoorie.

2. The six broad streams for academic study during the Foundational Course and assigned weightage to them from the year 1977 will be as follows:—

	Weightage (percent)
1. Public Administration and Social Administration	25
2. Management Techniques and Behavioural Sciences	20
3. Law	15
4. Economics.	20
5. Political Theory, Indian Constitutional and Parliamentary Processes.	15
6. Indian History and Culture.	5
	100

Details of the course content will shortly be circulated by the Lal Bahadur Shastri National Academy of Administration, Mussoorie.

3. It has also been decided that the duration of the Foundational Course would henceforth be of five months.

Yours faithfully,
Sd/-
(B. R. BASU)

To

DIRECTOR (T)

All Cadre Controlling Authorities (As per list).

APPENDIX VI

(*Vide* Recommendation No. 94—Para 6.160)

No. 1(3)72|CM

GOVERNMENT OF INDIA/BHARAT SARKAR

(CABINET SECRETARIAT/MANTRIMANDAL SACHIVALAYA)

Department of Personnel and Administrative Reforms

Karmik Tatha Prashasnik Sudhar Vibhag

New Delhi-110001, *the 17th June*, 1976.

The Chief Secretaries to the
Government of all the States (By name).

SUBJECT.—*Guidelines for career development of direct recruits to the Indian Administrative Service.*

Sir,

The question of devising suitable career patterns for direct recruits to the Indian Administrative Service in the interest of thier systematic career development had been under consideration for some time. A paper on this subject was circulated to all the State Governments for their comments with this Department's letter of even number dated the 19th August, 1974. After carefully examining the comments received from the State Governments it has decided that, as far as possible, the guidelines indicated below may kindly be followed in arranging postings of the direct recruits to the IAS. It is hoped that the pattern of postings indicated in the guidelines would develop an officer's potentialities more fully to enable him to give his best to the public services.

2. *The first two years of service*:

At present under the sandwich pattern of training the IAS probationers spend the first nine months (July to March) at the National Academy in a foundational course (5 months) supplemented by a professional course of 4 months and confirmatory examinations. On conclusion of this period of training, the probationers are sent to the States of their allotment to undergo practical training for a period of one year (April to March). After the completion of the practical training, the probationers come

back to the Academy and spend another three months of study with special reference to the practical problems brought by them from the various States. The Training Division are finalising the revised pattern of practical training of one year for the probationers in their States after the initial 9 months of training in the Academy. The suggestions received from the State Governments would be taken into account in finalising this revised pattern of training in the States. A separate communication on this will follow.

3. 2+ *to* 5+ *years of service*:

3.1. Most of the State Governments had agreed with the proposal that at this stage of an officer's career, he should profitably spend about 2 to 3 years in a sub-divisional charge. A few of the State Governments had suggested some alternative assignments, *viz.* posts connected with development work in the field or in the secretariat. These alternative proposals were examined but it was considered that these would not be adequate substitutes for experience gained in a sub-divisional charge. While exposure to developmental work is desirable and the developmental responsibilities of Sub-Divisional Officers do vary a great deal in different States, there is no other post at this level which combines all aspects of general administration of an area including responsibility for law and order; work in coordination with officers of other departments, judicial experience, touring in rural areas and revenue functions which bring the officer into direct contact with the rural people. The impact and the later utility of such varied experience during these formative years of an officer's service cannot be overemphasised. The multi-functional charge of a Sub-Divisional Officer would develop the capabilities of a young direct recruit officer more fully than a post dealing with any single aspect of administration. Efficient discharge of functions in the posts of Sub-Divisional Officer would also give the required self-confidence to a direct recruit officer for assuming higher responsibilities at district level or in the secretariat. It is, therefore, most desirable that soon after the probationary period a direct recruit IAS officer should be placed in charge of a sub-division.

3.2. After completion of sub-divisional charge an officer could be posted as ADM in some important districts or may be brought over to the secretariat in departments dealing with social services/ development works. A short spell of secretariat assignment would be useful to acquaint an officer about the Rules of Business, Procedures of Work and the arrangements regarding inter-departmental consultations in formulating government policies. Before an IAS officer is posted to a district, he should have a fair idea as

to how policies are formulated and how different departments are involved in taking policy decisions at the secretariat level. In a district, the Collector functions as the coordinator of district level officers of all other departments. He should, therefore, have some idea about the organisation and functions of the different departments of the Government at the State and district levels. This can best be done by an appropriate secretariat assignment soon after an officer had field experience at the sub-divisional level.

4. 5+ *to* 9+ *years of service*:

4.1. This is an important period in the career development of a direct recruit IAS officer. By this time, an officer's abilities and aptitudes would have been tested and noticed to some extent. Some of them would have shown a flair for executive work and could be put in charge of districts between 6 to 8 years of service. Considering the fact that as District Collectors, they have to coordinate the work of Heads of all other Departments, it is desirable that officers with adequate length of service only are posted as District Collectors. Those who have already completed about 4 years of combined field experience in the posts of Sub-divisional officer/ADM or Collector, could be posted either in the State secretariat as Deputy/Joint Secretary or in the offices of the Heads of Departments preferably dealing with developmental work or to more important districts. Some of them could also be deputed to the Central Government at the level of Under/Deputy Secretary.

4.2. Some States had indicated difficulties in posting of direct recruit IAS officers as District Collectors during this period on the ground that sufficient number of district were not available. In those States where the number of districts are few, the posting of officers to district charges could be suitably phased from 6th to about 10th year of their service. Depending on the performance and capabilities of an officer he could be entrusted with a district charge even in such States early enough in his career, *i.e.* 6th year or somewhat later *i.e.* in the 8th to 10th year of service.

5. 9+ *to 18th year of service:*

5.1. During this phase, the postings should generally be in the secretariat or as Heads of Departments. Some of the officers who had no occasion to serve at the Centre could be deputed at this stage as Deputy Secretary/Director after they have acquired the requisite district experience. A few who could not be posted to district due to non-availability of such posts earlier could be posted to important districts at this stage.

Problem of specialisation during 9+ to 18th year of service:

5.2. Any attempt to suggest career patterns for IAS officers, in addition to Sub-Divisional and district charges, involves the problem of specialisation. On this aspect some conflicting considerations were enumerated in the paper circulated earlier. Most of the State Governments had substantially agreed with the approach that was adopted in the paper. It remains necessary to provide a framework regulating the postings of officers without restricting them to narrow specialisms and ensuring a reasonably fair distribution of opportunities keeping in view the aptitude and capabilities of individual officers.

5.3. A prerequisite of career planning for specialisation in any area involves broad classification of posts. Apart from the multi-functional posts of Sub-divisional and District Officers, other posts can conveniently be classified under the 8 broad fields of specialisation identified by the Administrative Reforms Commission. For purposes of career planning for IAS officers, these broad fields can be arranged in the following three groups:

Group 'A' . . .	1. Personnel Administration.
	2. Financial Administration.
	3. Defence Administration and Internal Security.
Group 'B' . . .	1. Agricultural and Rural Development Administration
	2. Social Services and Educational Administration.
	3. Planning.
Group 'C' . . .	1. Economic and Commercial Administration.
	2. Industrial Administration.

The majority of I.A.S. officers serve in one or more of the three regulatory fields under Group 'A' and one or more of the three developmental areas under Group 'B'. District charge itself gives some experience to an officer in the fields coming under Groups 'A' and 'B'. Opportunities to acquire experience in the two fields under Group 'C' are less widely distributed and are consequently more sought after. It is desirable that (i) opportunities in one of the two fields under Group 'C' should be more evenly distributed and (ii) that officers should not be posted in these areas until they have been tried and have proved their worth in posts falling under groups 'A' or 'B'.

5.4. Considering the variety of possible assignments that an officer could be given during the period 9+ to 18th year of his service, it would be difficult to chalk out a very precise career pattern. However, in order to ensure that an officer's abilities are

properly developed and utilised and that opportunities of work in different sectors are more evenly distributed, it appears desirable to (a) attempt to give every officer at least one assignment in the fields of economic or industrial administration and (b) to try to ensure, as far as possible, that no officer has to work in more than 3-4 of the broad fields of specialisation altogether. It will be desirable to identify the fields most suited to an officer's abilities and inclinations as early as possible and to plan his future postings accordingly.

5.5. It has been seen that generally officers are disclined to serve in areas of specialisation falling under group 'A'. However, posts under this category are of vital importance in our administrative system and in the career planning of all IAS officers one spell of postings of 2/3 years in these areas of specialisation should be considered as a *sine quo non*. While field experience in the post of District Collector is necessary for obtaining first hand knowledge of the problems of the rural areas, postings in areas of specialisation mentioned under group 'A' are necessary for getting a grip over our administrative system and the machinery of government. Early experience in these areas gives an officer greater administrative maturity and should be provided as early as possible in his career.

5.6. While a spell of service in any of the specialities falling under group 'A' is very necessary, and should be compulsory for all officers, postings in areas of specialisation falling under groups 'B' and 'C' could be for shorter or longer intervals depending on the aptitudes and capabilities of an officer. Generally, posts under specialisation falling under group 'C' should be ear-marked for officers who have shown sincerity and devotion to duty and have proved their abilities in any of the specialities falling under groups 'A' or 'B'.

6. *After 18th year of service*:

By this time, an officer's abilities, aptitudes and areas of specialisation would have been largely known. He would have reached the level for holding senior management posts either in the field or in the secretariat. The remaining about 15 years of his service could be best utilised in such areas of administration where he could give his best. At this stage of an officer's service, specialisation in any of the three broad areas—A, B, & C should be attempted. Except for exigencies of service, it may be desirable to post officers in one of the three areas of specialisation. While transfers of young officers at comparatively shorter intervals may help to add to the variety of their experience frequent transfers of senior

officers at higher management levels would reduce their utility. The job complications at higher levels are more and senior officers are expected to chalk out policies keeping the broad perspectives in view. Unless they continue to hold their posts for long periods, they would find it difficult to frame meaningful policies. Those who frame policies should also be able to oversee their successful implementation over a reasonable period of time. Frequent transfers at policy formulation levels may not therefore be desirable. For these reasons, the period of deputation of senior officers in the Government of India is 5 years. State Governments could also consider following this pattern for appointments at senior levels in the States.

7. *In-service training*:

The proper utilisation of in-service training opportunities has three aspects, (i) the timing of training, (ii) the selection of officers for particular training courses and (iii) utilisation of the knowledge acquired by them in the training by putting them in appropriate assignments. The following guidelines may be useful in respect of training programmes exceeding one month in duration:

(i) Every officer should as far as possible have two training spells, either in India or abroad, between the sixth and the 18th year of service. One of these, preferably the first, should be of a relatively general nature, not necessarily related to any particular field of specialisation. The other one could be of a more specialised nature, having some relevance to an officer's area of specialisation.

(ii) After the 18th year of service, every officer should as far as possible undergo training at an advanced level relevant to one of the specialised fields in which he is working or is likely to work.

(iii) Officers should not be nominated for training courses of a specialised nature unless they are likely to be given relevant jobs after completion of the training. Preferably, an officer holding a particular post should not be nominated for a training course relevant to it if he has already completed eighteen months in the post, unless it is definitely planned that his next assignment would also be in the same broad field.

8. Institutional arrangements:

It had been suggested in the paper circulated earlier that it would be useful if the State Governments would create some institutional arrangements for the career management of IAS officers by constituting a high level Committee consisting of the Chief Secretary, two senior officers, and Establishment Officer to the Government of India. A few State Governments had not agreed to the necessity of such an arrangement while others had welcomed it. The question has been carefully considered again. It would appear that some type of institutional arrangements would be useful. State Governments are, therefore, requested to make suitable arrangements and set up career management committees in their States. Since the Establishment Officer plays an important role in the placement of officers at the Centre, it would be desirable to associate him in the career management committees to be set up at the State levels. The career development of officers involves planned placements in the States as well as at the Centre. Foreign training courses are also arranged by the Central Government on the recommendations of the Central Establishment Board or the Senior Selection Board. The Establishment Officer functions as the Secretary of these Boards. His association with the State career management committees would, therefore, be very useful.

9. The Central Government would like to review the implementation of these guidelines periodically and assess their utility. In the light of the experience gained these guidelines could be suitably amended.

Receipt of this letter may kindly be acknowledged.

Yours faithfully,

(U. C. AGARWAL)
Establishment Officer

No. 1(3)/72-CM Dated: 17-6-1976.

A copy is forwarded to the Ministry of Home Affairs (Attention: Shri K. C. Pandeya, Joint Secretary/UT) for information and necessary action.

(U. C. AGARWAL)
Establishment Officer

APPENDIX VII

(*Vide* Recommendaton No. 97—Para 7.14)

No 1/28/76-Trg/BPR & D (9)

GOVERNMENT OF INDIA/BHARAT SARKAR

MINISTRY OF HOME AFFAIRS/GRIH MANTRALAYA

NEW DELHI-110001

Dated the 20 May, 1976.

OFFICE ORDER

SUB: Constitution of the Sardar Vallabhai Patel National Police Academy Board.

Approval of the President is hereby accorded to the constitution of the Sardar Vallabhbhai Patel National Police Academy Board with immediate effect. The composition of the Board will be as follows:

Chairman	.	Union Home Secretary
Members.	.	1. Special Secretary, M.H.A.
		2. Special Secretary, Cabinet Secretariat.
		3. Prof. M. S. Gore, Director, Tata Institute of Social Sciences, Bombay.
		4. Director, IIPA, New Delhi.
		5. Principal, Administrative Staff College of India, Hyderabad.
		6. Director, Intelligence Bureau.
		7. Director, C. B.I.
		8. Director General, C.R.P.F.
		9. Director General, B. S. F.
		10. 11. Two Inspectors General of Police
		12. Joint Secretary\ Police) M.H.A.
Member Secretary .	.	Director (Training)

2. The Board will pay visit to the SVP NPA, Hyderabad at least once during a calender year, as may be arranged in consultation with the Director of the Academy for undertaking an annual stock-taking of the work of the Academy and making recommendation to the Ministry of Home Affairs for improving the training of IPS officers in all its aspects. The functions of the Board will, *inter alia*, be as under:

(i) To review every three years the syllabi of the various courses conducted at the SVP NPA so as to reflect the current needs of training in the light of the changed socio-economic milieu.

(ii) To examine the adequacy or otherwise of the educative material available at the Academy for teaching different topics of the syllabi of the courses, and to suggest ways and means for bringing about improvement or undertaking production of the material.

(iii) To suggest improvement in the methodology of training and in the use of training aids.

(iv) To examine the list of guest speakers|visiting professors and make suggestions.

(v) To examine the quality and calibre of the directing staff and suggest ways and means of improvement, if any, including improvement in their terms and conditions of service and study tours, or courses which they should attend in India or abroad.

(vi) To examine the adequacy or otherwise of the instructional and other supporting staff at the Academy and make suitable recommendations.

(vii) To make recommendations for improvement in the physical facilities available at the Academy.

(viii) To examine the system of evaluation and suggest improvements, if any.

(ix) To make recommendations on any other matter which has a relevance to the effectiveness of training.

3. The life of the Board will be for a period of three years after which its composition will be reviewed.

Sd/-

(C. G. SOMIAH)

Joint Secretary to the Govt. of India

Copy to:

1. All State Governments/U.T. ADMINISTRATIONS.
2. All IGPs of States/U.Ts.
3. All Members concerned.
4. All heads of Central Police Organisations.
5. P. S. to Home Secretary.
6. M. H. A. G. & Q. Section.
7. Director, SVP NPA, Hyderabad.

APPENDIX VIII

(*Vide* Recommendation No. 98—Para 7|16)

EXTRACTS FROM THE

BASIC COURSE FOR IPS PROBATIONERS—Fifteen Months

I. Modern India and the Role of the Police

A. The Political Framework.

1. The Indian Constitution.
2. Civil liberties and fundamental rights.
3. The concept of a democratic, socialist and secular state.
4. Political parties, trade unions and other organised groups.
5. National integration.
6. Disruptive forces—communalism, regionalism, etc.

B. The Social Framework

1. Rural and urban communities.
2. The joint family.
3. Caste and untouchability.
4. Religion and religious institutions.
5. Growth of population and demographic changes.

C. The Economic Framework

1. Agrarian structure—land reforms.
2. Industrial structure—private and public sectors.
3. Entrepreneurship and economic growth.
4. Fiscal policies and public finance.

D. The Indian National Tradition

Gandhi, Tagore and Nehru.

E. International Relations

Relations with neighbouring countries and major international powers—their socio-economic impact on Indian life.

F. Implications of the Changing Social Scene for the Role of the Police

G. The Role of the Sub-divisional Police Officer and the Superintendent of Police

II. Management Concepts and Techniques

A. Organisation and Management

1. Evolution of management as a science.
2. Different schools of thought.
3. Basic task and concepts of management.
4. Application of management concepts in various professions and social institutions.
(5) Principles and Processes of Management.
   (a) Planning.
   (b) Organising.
   (c) Controlling and Co-ordinating.
   (d) Communication.
      (i) Written.
      (ii) Fact to face.
      (iii) Discussion leading.
6. Formal and informal organisation structure—its functions, problems and effectiveness.
7. Line staff functioning.
8. Authority and responsibility—delegation.
9. Decision making.
   (a) Analytical skill.
   (b) Relational skill
   (c) Conceptual skill.
10. Sensitivity/Awareness to self.
11. Time Management.
12. Managing by results.
13. Managing by exception.
14. Managing by objectives.
15. Managerial styles.

B. Personnel Management

1. Concepts of personnel management—why personnel management.
2. Manpower planning.
3. Job analysis.
4. Job evaluation.
5. Selection
   (a) Application
   (b) Testing
   (c) Interviewing.
6. Performance appraisal.
7. Counselling.
8. Relational problems.
   (a) Senior-subordinate
   (b) Inter-personal
   (c) Peers.
9. Training and development.
10. Managing conflicts.
    (a) Senior-subordinate.
    (b) Inter-personal.
    (c) Inter-departmental.

C. Management and Productivity Techniques

1. Productivity concepts.
2. Methods study.
3. Work measurement.
4. Office organisation and methods.
5. Information systems.
6. Computers.
7. Elementary statistics.
8. ABC analysis.
9. Gantt chart scheduling.
10. Programme evaluation and review technique (PERT).
11. Operations research.
12. Inventory control.

13. Maintenance.
14. Budgeting.

III. Human Behaviour and Police Attitudes

A. Understanding Human Behaviour

1. Why human beings behave the way they do.
2. Development of human personality.
3. Motivational mechanics.
4. Anxieties.
5. Attitudes to authority, authoritarian personality.
6. Characteristics of a stable personality.

B. Understanding Critical Social Groups and Conflict Situations

Problems relating to students and youth, industrial workers, political parties, radicals and reactionaries, communal strife, linguistic and regional conflicts, agrarian unrest, etc.

C. The Personality of a Police Officer

1. Selected short cases involving dilemmas faced by the Police and appropriate police attitudes.
2. Principles of police conduct.

D. Police—Community Relations

Importance and techniques.

APPENDIX IX

(*Vide* Recommendation Nos. 99, 100—Para 7.20)

C. G. SOMIAH
JOINT SECRETARY (P)

D.O. No. 1/28/76/BPR & D (3)
GOVERNMENT OF INDIA
MINISTRY OF HOME AFFAIRS
New Delhi-110001.
Dated the 3 *July*, 1976.

Dear Shri

Your attention is invited to Chapter XIV of the Report of the Committee on Police Training, in which a number of recommendations were made with a view to obtaining the services of the most suitable or talented officers to Police Training Institutions. These recommendations have been under serious consideration of the Government of India with regard to the Police Training Institutions under their control.

2. We have been finding difficulty in obtaining suitable officers on deputation to the Sardar Vallabhbhai Patel National Police Academy, Hyderabad. In keeping with the recommendation of the Committee on Police Training, the Government of India have decided that the normal tenure of the instructional staff at the SVP NPA should be for three years which may be extended to five years in the case of officers found eminently suitable. To enable implementation of this recommendation, it has also been decided that while making selection to the post of Assistant Director and Deputy Director in the Academy, only such officers will be selected who are not in the promotion zone for a reasonable period of time. In case of officers who have not completed their tenure at the SVP NPA and who become due for Selection Grade in the parent State, each individual case will be taken up for protection of pay. (This is of course subject to concurrence by the Department of Personnel and Ministry of Finance.)

3. The Government of India have further decided that service in the SVP NPA should be counted among the special qualifications for preferment in service, *i.e.* in the matter of selections and promotions in the Central Police Organisations. It is recommended that a

similar weightage may be given in the State after reversion of the officer from the Academy.

4. The Director, SVP NPA who has the benefit of meeting and observing a large number of officers from the States, particularly during the course of their training at the Academy, will be on the constant look out for suitable or talented officers for instructional work and report such names to this Ministry from time to time. It is desired that a convention should be established that each State should spare at least one officer asked for by the Director for deputation to the SVP NPA. Considering that this requirement is for the premier police training institution in the country and the number of posts on the directing staff of the NPA is very limited, we presume that the State Government would not hesitate to spare the officer selected, if and when a request is made.

Yours sincerely,

Sd/-

(C. G. SOMIAH)

APPENDIX X

(*Vide* Recommendation No. 101—Para 7.31)

S. L. KHURANA
HOME SECRETARY

D.O. No. 9/5/72- Pers. II
MINISTRY OF HOME AFFAIRS
GOVERNMENT OF INDIA
North Block, New Delhi-110001,
Dated the 29th April, 1976.

My dear

With the role of the Police becoming more and more complex in the changing social context, the phenomenal advances being made in the fields of science and technology and change in the number of officers required at the centre, the need for systematic career planning for IPS officers has been felt for quite some time. We have now, after very careful examination, devised a scheme, the details of which are given below.

2. The I.P.S. probationers undergo a four-month foundational course at the Lal Bahadur Shastri National Academy of Administration, Mussoorie. This is followed by a fifteen day course at the National Civil Defence College and a five day course in the Handling of Explosives in the Chief Inspectorate of Explosives at Nagpur. Thereafter, the probationers undergo training for a year at the SVP National Police Academy, Hyderabad. This is followed by a fortnight's attachment with Army Units. The post NPA training of IPS officers is for a duration of twelve months.

3. Considering the need of the IPS officers, to know the members of the Police Force at the subordinate level, it is essential that immediately on his posting to the State, he should be sent for training to the State P.T.C. for a period of three months. During the period of his post NPA training, he should be detached for small periods to do the following courses:—

(i) Motor Transport . .	A Fleet Management Course of twelve days duration at the Central School of Motor Transport, Sagar (M.P.)
(ii) Weapons and Tactics .	A fifteen day course to be organised at the Central School of Weapons and Tactics, Indore (M.P.)

The remaining 8 months of the Post—NPA training should be as follows:—

(a) One Month	Training in police station (rural and urban).
(b) One Month	Station House Officer.
(c) One Month	Attachment to Circle Inspector/Sub-Divisional Police Officer.
(d) One Month	Attachment to prosecution branch.
(e) Two Months	Attachment to district police office and district H.Q.
(f) One Month	Attachment to crime branch, State CID/Intelligence Branch.
(g) One Month	(i) First two weeks at H.Q. of armed police battalion. (ii) Second two weeks—attachment with miscellaneous non-police officers.

4. The ideal programme for an I.P.S. officer's career development would be as follows—

I. After about two years and five months of training he should be posted in a Sub Division and left undisturbed for atleast two years. During this period, he should attend a ten day course on Wireless at the Central Police Radio Training Institute, New Delhi.

II. (A) In the fourth to fifth year of service the IPS officer would normally get a district. During this period, he should do the following courses:

(i) A two week course on Handling of Internal Disturbances at the Internal Security Academy at Abu.

(ii) A ten day course on Police Community Relations at the institute of Criminology and Forensic Science, New Delhi.

(iii) A four week Advanced Course in Criminology at the Institute of Criminology and Forensic Science, New Delhi.

(An officer may not be required to attend more than one course in a year.)

It is in this period that the officer must be encouraged to read and develop the reading habit. Unfortunately, books and journals have become expensive but the State should be able to provide the S.P. with material that would improve his professional ability.

(B) At present officers with six to ten years of seniority attend the Senior Officers' Course of fourteen weeks duration at the Sardar Vallabhbhai Patel National Police Academy, Hyderabad. The Senior Officers' Course may now be prescribed for officers with eight to ten years service. Before an officer goes for this course he should do the following short courses:

i. Intelligence . .	A one month course on Intelligence including VIP security to be organised by the I.B. at Delhi.
ii. Attachment to any major State industry or plant for ten days.	This will give the officer an insight into the working of an industry, its organisation and management, nature of problems faced by the management and their relevance to industrial disputes affecting law and order in the industrial areas of the State.

III. (A) In the seventh to eleventh year of service, the officer should attend any one or more of the following courses depending on the area of his employment—

(i) A two week course on anti-corruption to be organised by the CBI at Delhi.

(ii) A twelve day course on Counter-Insurgency and Anti-extremist Operations at the Central School of Weapons and Tactics, Indore.
(This course can be done earlier if required by the situation in the State).

(iii) A ten day course on Industrial Security to be conducted by the I.V./CISF at Delhi.

During this Period the officer should be given a chance to serve in one of the Central Forces or Organisations. He should attend the Senior Officers' Course even while on deputation. By this time his service record would give some idea about the officer, his aptitude and his general grading. Performance in the courses attended by the Officer would be of help in judging his aptitude for a particular Central Organisation/Force.

(B) In the twelfth to fourteenth year of service the officer may attend courses in the country and abroad. Some of the courses available in the country are given in Annexure 'A'. During this period he should attend—

A ten day course on computer application in Law and Order Administration at the Indian Institute of Public Administration, New Delhi.

IV. In the fifteenth to eighteenth year the officer would normally go back to his State as a DIG or achieve promotion in one of the Central Organisations. At this time, an effort should be made to give him intensive training in Management. He should attend a four week Police Executive Development Programme for DIGs or those to be promoted as DIG, to be organised at the NPA.

He should also attend courses in Indian institutions, such as the IIPA, Administrative Staff College, Hyderabad and the L.B.S.N.A.A., Mussoorie. It is in this phase that the officer would benefit the most by a period of foreign travel and study. A list of some of the courses available in the country is given in Annexure 'B'. A year in the National Defence College for selected Officers would be beneficial.

An attempt must be made to attach him at this point in his career to large projects, or he should be attached to small groups for study of specific problems concerning the police in any State or in the whole of India.

V. Between the twenty first and twenty fifth year he can spend some more time with Central Organisations and Forces and later qualify for promotion, either at the Centre or in the States. Officers of the rank of I.G. could benefit by a three day course on "Decision Making" organised by the IIPA.

5. In this type of career planning, the officer is constantly tested in courses, and gets the opportunties of developing his personality and vision by purposeful reading, group discussions and exchange of information.

6. It would be seen that the above mentioned scheme contemplates organisation of a number of training courses. The following Central Police Organisations have undertaken to run the courses indicated against each:

i. Institute of Criminology and Forensic Science, New Delhi.	(a) Police Community Relations Courses.	(10 Days)
	(b) Advanced Course in Criminology	(4 weeks)
ii. Directorate of Coordination, Police Wireless.	Wireless Course	(10 days)
iii. Border Security Force.	(a) Fleet Management Course.	(12 days)
	(b) Weapons and Tactics Course.	(15 days)

(in collaboration with I.B.)	(c) Counter-insurgency and Anti-Extremist Operations Course.	(12 days)
iv. Intelligence Bureau	(a) Course on Intelligence including VIP Security and India and its Neighbours.	(one month)
	(b) Industrial Security Course	(10 days)
v. Central Bureau of Investigation	Anti-Corruption Course.	(Two weeks)
vi. Sardar Vallabhbhai Patel Natioanl Police Academy, Hyderabad.	(a) Senior Officers Course	(14 weeks)
	(b) Police Executive Development Programme.	(Four weeks)
vii. Central Reserve Police Force.	Handling of Internal Disturbances	(Two weeks.)

7. It would take some time to organise the course on Handling of Internal Disturbances at the Internal Security Academy of the CRPF at Abu and the Police Executive Development Programme at the National Police Academy. As regards the remaining courses the concerned institutions/Central Police Organisations will address letters to the Inspectors General of Police in the States/UT's inviting nominations.

8. We have no doubt that this scheme of Career Planning for IPS officers will be of help in raising the efficiency of the Police forces in the country. The success of this scheme would depend on the State Governments readily sparing their officers to attend the courses prescribed and also for deputation to the Central Organisations. The Government of India earnestly hope that your State Government will cooperate fully in the implementation of this scheme. The question of increasing the training reserve to enable deputation of officers to attend the various courses is separately under examination in this Ministry. I am further to request that powers may be delegated to the Inspector General of Police, wherever necessary, to depute officers to attend courses within the country.

9. We do hope that the State Government will give the utmost importance to the career planning of IPS officers and take adequate steps to ensure that the above suggestions are implemented in a phased manner. The details of their actual implementation should of course be worked out by the I.G.P. and the State Home Secretary and intimated to us in due course.

Yours sincerely,

sd/-

(S. L. Khurana)

ANNEXURE A

A. INDIAN INSTITUTIONS

1. Administrative Staff College, Hyderabad.
   (i) Eight Week Course for Senior Executives.
2. Indian Institute of Management, Ahmedabad.
   (i) Fourteen day course on Developing an Organisation.
   (ii) Fifteen day course on Application of Operations Research.
3. Indian Institute of Management, Calcutta.
   (i) Ten day course on Managerial Leadership and Conflict Resolution.
   (ii) Six day course on Operations Research and Decision-making.
   (iii) Six day course on Management Information System.
   (iv) Five day Operations Research Workshop.
4. National Institute for Training in Industrial Engineering, Bombay.
   (i) Two week course on Administrative Management.
   (ii) Two week course on Development of Human Resources.
   (iii) Three week course on Job Evaluation and Merit Rating.
   (iv) Three week course on Organisation and Techniques of Training.
   (v) Three week course on Personnel Administration.
   (vi) Two week course on Human Relations
5. Indian Institute of Public Administration, New Delhi.
   (i) One week course on Training of Trainers.
   (ii) Nine week course on Techniques of Administration Improvement.
   (iii) Two week course on Operations Research.
   (iv) Twelve day course on Personnel Policy and Practices.

N.B.—This list is only illustrative.

ANNEXURE B

A. *INDIAN INSTITUTIONS*

1. Indian Institute of Public Administration, New Delhi.
   (i) Two week course on Administrative Leadership and Behaviour.
   (ii) Two week course on Personnel Administration.
   (iii) Two week course on Modern Aids to Management.
   (iv) Thirteen day course on Social Policy and Administration.
   (v) Six day course on Managing Human Resources.
2. Administrative Staff College, Hyderabad.
   (i) Twelve day course on Management of Human Resources.
   (ii) One week course on Management by Objectives.
3. Indian Institute of Management, Calcutta.
   (i) Eight day course on Personnel Administration for Organisational Development.
4. Lal Bahadur Shashtri National Academy of Administration, Mussoorie.
   (i) Five week Advance Management Development Programme.

N.B.—This list is only illustrative.

APPENDIX XI

(*Vide* Recommendation No. 102—Para 7.32)

S. L. KHURANA
HOME SECRETARY

D.O. No. 9/5/72—Pers. II.
Government of India
MINISTRY OF HOME AFFAIRS
North Block, NEW DELHI.
Dated 21st July, 1976.

My dear.

This is in continuation of my D.O. letter No. 9/5/72—Pers II dated 29-4-1976 on the subject of Career Planning for IPS officers. You will notice that while most of the courses prescribed in the scheme are Specialist Functional Courses in selected areas, there are two Refresher Courses and they deserve to be given the highest importance. These are—

(i) The Senior Officers' Course, and

(ii) The Police Executive Development Programme.

As already indicated, the Senior Officers' Course will now be prescribed for officers with 8 to 10 years of service and the Police Executive Development Programme will be attended by DIGs or those to be promoted as DIG. We have now decided to dispense with the age limit for officers attending the Senior Officers' Course and to put through the Course all IPS officers who passed out of the National Police Academy during the last ten years. Since the number of officers who have yet to go through this course is large, the Director, SVP National Police Academy, Hyderabad will be conducting three courses in a year, with 35 officers in each batch.

2. Considering the importance of the Refresher Courses, the Government of India have decided that no IPS officer having a seniority of 1966 (year of allotment) and onwards will be promoted to the rank of DIG in any Central Police Organisation unless he has attended the Senior Officers' Course. On successful conclusion of

the course, the Director, NPA, will issue a certificate in respect of each officer and a copy of this certificate will be placed on his ACR folder. The Government of India have further decided that performance of an officer in the courses attended by him would be taken into account in planning his career, including selections and promotions at the Centre. It is only appropriate that the State Governments follow suit in the matter of selections and promotions in the States. The Police Executive Development Programme is likely to be started at the SVP NPA Hyderabad in the near future and the question of making this course also compulsory for promotions in the Central Police Organisations will be considered in due course.

3. In para 35 of Chapter XII of their Report, the Committee on Police Training had recommended a few measures to provide motivation for self-development. They had also recommended that the courses that an officer has attended and his performance therein should be taken fully into account in all selections and promotions. One of the factors which tends to dissuade officers from attending courses willingly is that this involves the problem of maintaining double establishments and so the Committee recommended that an officer deputed to a course, the duration of which does not exceed three months, should not be liable to transfer from the post from which he is deputed to the course. Another important recommendation was that officers deputed to courses should be entitled to a compensatory allowance to enable them to meet their incidental and other expenses. In consideration of the extra expenditure which an officer attending the Senior Officers' Course is required to incur at the NPA, we would recommend that he should be given a compensatory allowance of Rs. 300/- p.m. The duration of the Senior Officers' Course being 14 weeks only, the Government of India are of the view that an officer attending the Senior Officers' Course should not be liable to transfer unless he has completed or is about to complete his normal tenure of three years.

4. We hope that your Government will give a serious thought to the above recommendations, since they have an important bearing on the Career Planning for IPS Officers. The action taken by you may be intimated in due course.

Yours sincerely,

Sd/

(S. L. KHURANA)

APPENDIX XII

(*Vide* Recommendation No. 108 Para 8.14)

C. 11018/8/72-FRY-F

BHARAT SARKAR

KRISHI AUR SINCHAI MANTRALAYA

(KRISHI VIBHAG)

New Delhi, the 5th July, 1976

To

The President,
Forest Research Institute & Colleges,
Dehra Dun.

Sub: Syllabus of I.F.S. Probationers—Review of—Constitution of Informal Working Group for—

Sir,

I am directed to say that the Indian Forest Service (Probation) Rules 1968 require that every probationer appointed to the Service on probation shall attend and under-go such training and for such periods as the Central Government may direct in the National Academy of Administration and in the Forest Research Institute and Colleges. The Indian Forest College, Dehra Dun, under the auspices of Forest Research Institute and Colleges, conducts the training in different forestry subjects over a period of 2 years. Final examination, containing written and practical examinations, are held in two parts; the first year examination at or about the end of the first year of training at the Institute and the second year examination at or about the end of the second year of training at the Institute. After the expiry of two-year training at the Indian Forest College, the probationers under-go a 4-month training in the National Academy of Administration. The Probation Rules also provide for further training in the State to which the probationer is posted and for such period as the Central Government may, in consultation with the State Government concerned, direct.

2. The syllabus of the Indian Forest College, Dehra Dun, was revised in 1971 to take into account the recent changes and modern

development in the field of forestry. A Panel on Forestry Education has been reconstituted, *vide this* Department's Resolution No. C. 11018/8/72-FRY-F dated 31-12-1975, for reviewing and revising the syllabus of the Indian Forest College, and advising the Government in matters concerning forestry education at the Forest Research Institute and Colleges at Dehra Dun, amongest other functions. The Estimates Committee (1975-76) of the Fifth Lok Sabha in their Eighty-ninth Report on Recruitment, Training and Reorientation of all-India Services have recommended setting up of an Expert Committee to go into the professional training for the Indian Forest Service probationers and also working out a scheme of refresher's courses of training for the Indian Forest officers.

3. The question of reviewing the syllabus of the Indian Forest College and the content of training of the Indian Forest Service Officers has been under consideration of the Government of India for some time. It is felt that an Informal Working Group would be able to go into the entire issue in detail and submit its considered recommendation for final decision by the Panel on Forestry Education Accordingly, it has been decided to constitute a Working Group with the following composition:

1. Inspector General of Forest, Department of Agriculture. . . .	Chairman
2. President - Forest Research Institute and Colleges, Derhra Dun. . .	Member
3. Director (Adm.), Ministry of Agriculture & Irrigation (Deptt. of Agriculture) Govt. of India.	Member
4. Director, La l Bahadur Shastri National Academy of Administration, Mussourrie (or his nominee).	Member
5. Joint Secretary (Training), Department of Personnel, Govt. of India.	Member
6. Director, Forestry Education, Forest Research Institute & Colleges, Dehra Dun.	Member
7. Deputy Inspector General of Forests (SP), Department of Agriculture. .	Convenor

4. The functions of the Working Group shall be as follows:

(i) To review the syllabus and course content for the IFS probationers at the Forest Research Institute and Colleges, Dehra Dun, and suggest modifications, where necessary.

(ii) To review the present sandwich pattern of field tours and class-room lectures and suggest modifications where necessary.

(iii) To review the duration of the training in the Indian Forest College, Dehra Dun, and subsequent training if any in the States after the completion of the training at the Indian

Forest College and the Lal Bahadur Shastri National Academy of Administration, Mussourrie.

(iv) To consider the requirements of faculty/teaching staff and the delineation of responsibility in this regard at various levels and to make recommendations thereof.

(v) To indicate broad outlines and course content of refreshers' courses at various levels, the administrative arrangement required and location(s) of each course.

(vi) To consider and suggest special in-service training courses for the IFS officers.

(vii) To consider and recommend any other relevant subject.

5. The Working Group will be required to present its report for consideration of the Panel on Forestry Education by December 31, 1976.

6. As usual, the Travelling Allowance and daily allowance of members who are required to undetake journeys, if any, for attending meetings of the Group will be borne by their respective employers.

Yours faithfully,
(N. D. JAYAL)

Joint Secretary to the Govt. of India.

APPENDIX XIII

(*Vide* Recommendation No. 87, Para 6.130)

Record of the proceedings of the Special Conference of the Heads of Central Training Institutions held at New Delhi on 9-7-1976

1.0. The Conference of the Heads of the Central Training Institutions held at India International Centre on 9-7-76 to deliberate on the report submitted by the Working Group set up by the earlier Conference held at Hyderabed, was attended by the following:

S/Shri	Representing
1. M. Zaheer . . .	National Institute of Community Development.
2. O. D. Agnihotri . .	Railway Staff College.
3. S. S. Sethuraman	I. A. & A. S. Staff College.
4. S. M. Diaz . .	National Police Academy.
5. K. N. Anantharama Ayyar. .	I. P. S. (Direct Taxes) Staff College.
6. M. V. Desai	Indian Institute of Mass Communication.
7. P. B. Desai .	Institute of Economic Growth.
8. J. C. Varmah .	President, Forest Research Institute and Colleges.
9. D. C. Panda .	Director Do.
10. N. Rangarajan .	Institute of Secretariat Training and Management.
11. S. S. Bisen . .	Joint Secretary (Training), Deptt. of Personnel & A.R., Government of India.
12. Dharni P. Sinha . .	Administrative Staff College of India.
13. A. P. Saxena .	Indian Institute of Public Administration.
14. J. S. Grover . .	Director, Telecom. Training, P & T Board.
15. Rajeshwar Prasad . .	Director, LBS National Academy of Administration, Mussoorie.
16. H. S. Dubey . . .	Jt. Director Do.
17. S. K. Parthasarathy . .	Dy. Director. Do.

2.0. The Composition of the Working Group which submitted the report, was as follows:—

1. Shri S. S. Bisen, Joint Secretary (Training), DOP & AR Co-ordinator.
2. Shri N. P. Sen, Principal, ASCI, Hyderabad (or his Nominee).
3. Shri M. V. N. Rao, Director, Customs & Central Excise Directorate, New Delhi.
4. Shri O. D. Agnihotri, Principal, Railway Staff College, Baroda.
5. Shri S. M. Diaz, Director, SVP NPA, Hyderabad.
6. Shri C. K. Reddy, Representative of the P&T Board.
7. Shri H. S. Dubey, Joint Director, LBS NAA Mussoorie.

2.1. The terms of reference of this Working Group were:

(a) To work out the inputs to the Foundational Course whose duration has been recommended by the Conference to be extended to six months. The Working Group should take a second look at the syllabus and the coverage of various subjects, the duration and nature of village visits, external attachments, field work etc. The main thrust should be on the inculcation of proper attitudes and service orientation.

(b) To work out the details of the ratio of 70:30 for the main examination and post-training test and in particular to assign weightage to the Academy assessment and the post-training test. The group should also indicate a time-bound programme for implementation of their recommendations.

(c) To restructure the Academy faculty in the manner envisaged by the Kothari Committee and determine their grades of pay, emoluments, condition of service and the staff-participant ratio taking all relevant factors into consideration.

(d) To re-structure professional courses when the duration of the foundational course is increased to 6 months, taking due note of the fact that the professional needs have also become more varied and more complex.

(e) To consider the paper on 'continuing Education' submitted by the Administrative Staff College Group and delineate the areas of specialisation of the various professional train-

ing institutions which can be of use to other Services officers also.

3.0. The Conference discussed the report submitted by the Working Group in detail and came to the following decisions:—

3.1. The Conference agreed that items (b) and (c) of the terms of reference may be kept out of consideration as the UPSC is still formulating its views on the Kothari Committee's report which has not yet been formally submitted to the Govt.

3.2. With regard to the extension of the period of the Foundational Course, the Conference was strongly of the view that this extension (of the duration of the Foundational Course) should not be at the expense of the needs of professional training which have also grown more varied and more complex. Accordingly, it recommended that if the duration of the total training (including the Foundational Course) goes beyond two years as a result of extension of the duration of the Foundational Course, the concomitant administrative arrangements like possible increase in the training resource, restructuring cadre strength, confirmation, treatment of extended training period like in-service Courses for the purposes of grant of TA/DA should be taken in hand by the respective cadre controlling authorities.

4. The Conference noted an important implication of the recommendations of the Kothari Committee. The report of this Committee concerned only All-India Services, recommendations relating to Technical Services presumably forming part of a subsequent report. At present the technical and the non-technical services undergo the same foundational course at the Academy. According to the recommendations of the Kothari Committee there should be presumably no element of selection in the foundational course for the technical services, while there would be an element of selection built into the Foundational Course for the non-technical services. As a logical corollary, the foundational course may have to be conducted separately for the technical services. In this process, the advantages of intermingling all the technical and non-technical services which is one of the basic aims of the Foundational Course would be lost. The Working Group is of the view that one major achievement of the Foundational Course has so far been this inter-mingling of the so-called generalists and specialists. The joint Foundational Course has gone a long way in cementing inter-service comaraderie and any departure from this practice would not be a step in the right direction.

5.0. The objectives of the Foundational Course were clearly spelt out by the Conference of the Heads of the Central Training Institutions in October, 1975 which is reproduced below:

"The Conference agreed that the objective of the Foundational Course is essentially to turn out a good civil servant, who is responsive to public opinion and needs; and who can act as an agent of change and operate as an instrument of social justice. To achieve this aim, there was agreement in the Conference that the re-structuring of the Foundational Course should be taken into account the following:—

(a) The development of a perspective for the totality of the civil services, no particular service being an end in itself.

(b) Promotion of suitable changes in attitudes through programmes like Shramdan, special assignments to study key social problems and administrator's role; and other planned experiences, which enable the probationers to imbibe the right social, cultural and moral values and help them respond appropriately to the environment within the given constraints.

(c) Development of social communication skills encompassing public relations social education, use of mass media, etc. as public responsiveness is essential to implement official policies and programmes.

(d) The teaching of subjects like Sociology, Political Science and the Constitution, which provide a conceptual, political and constitutional framework to the probationers, should have a strictly practical orientation.

(e) A more intensive use should be made of the present duration of 4 months of the Foundational Course.

(f) The training in the Foundational Course should be problem-oriented. It should lay more stress on the understanding of the environment in which the administration operates and also of the service, role of the administrator, even if this means that the subject-content has to be reduced in the syllabus at it exists now."

5.1. The Conference agreed that the restructuring of the Foundational Course should concentrate on the following to build up the

necessary attitudinal orientation, in addition to the objectives enumerated in para 5.0 above.

(a) Provide a cognitive understanding of the socio-political environment and the context in which the probationers are working.

(b) Sensitise the probationers to the problems of rural masses and give them a reality orientation by means of village visits and project work; and instill attitudinal changes including sympathy and understanding towards the weakers sections of the society with furtner emphasis on motivational skills and leadership.

(c) Develop the skills relevent to their role as change agents through sessions, of about 20 hours' duration even if 'laboratory training' is not considered immediately feasible owing to the large number of involved.

5.2. The Conference also agreed that while work situations differ from service to service, there are certain basic attitudes, common to all services, the inculcation of which should be the burden of the Foundational Course.

5.3. The Conference supported the strategy of the Academy for inculcation of the right sets of values and recommended that this process should be continued and reinforced in the professional institutions and in the refresher courses which have been recommended by the Estimates Committee to be compulsory (for All India Service). The Conference further felt that special sessions should be allotted in the various training programmes to sharpen among the probationers the capacity for self-awareness and better inter-personal communication. These steps should enable the probationers to interpret their value systems in the right perspective towards public service and their role as a change agents.

5.4. In addition to inculcation of attitudinal changes, the foundational course syllabus should also provide for imparting conceptual skills to the probationers as recommended by the ARC Study Team on "Recruitment, Selection and Training" (3.3.1).

6.0. The Conference noted that the Kothari Committee had recommended certain changes in the syllabus for the civil service examination under "General Studies". The Conference did not take into consideration these recommendations of the Kothari Committee while reviewing the syllabus of the foundational course. As and when a decision is taken by the Government on this recommendation, a second look should be taken at the foundational course syllabus to ensure that there are no overlaps.

6.1. The inputs for the foundational course may accordingly fall into six broad streams and assigned weightages as outlined below:

	Weightage (percent)
1. Public Administration and Social Administration. .	25
2. Management Techniques and Behavioural Sciences. . .	20
3. Law	15
4. Economics.	20
5. Political Theory, Indian Constitutional and Parliamentary Processes.	15
6. Indian History & Culture.	5
TOTAL . . .	100

Distribution of sessions:

6.2. The Foundational Course of six months' duration would comprise about 144 working days. The number of days which would be available for allotment of sessions would be 100 after making due allowance for external attachments; examinations etc. as follows:—

Number of working days	144
External attachments.	35
Examinations (including midterm examination). . . .	6
Others (Registration, inaugural address, valedicatory address etc.)	100

6.3. Assuming that on each working day there will be 5 sessions (four in the morning and one in the evening), each of 50 minutes' duration, there would be 500 sessions in all. Out of the 500 sessions, only 400 sessions are expected to be available as class room sessions as shown below:

Total number of sessions.		500
Deduct	(i) Fortnightly meetings with the Course Director. .	5
	(ii) Monthly meeting with the Director. . . .	5
	(iii) Meetings with the Counsellors	5
	(iv) Tutorial Groups*	25
	(v) Syndicate studies and presentation. . .	60
		100

NOTE :*Tutorial studies are intended for training probationers to work in groups which are partly structured and partly unstructured and serve as a means of assessment. Term paper discussions could also be scheduled in these group providing opportunities for public speaking.

6.4. Out of these 400 sessions, 50 sessions may be allotted to general lectures [items (g) to (j) given below] and 50 sessions for tutorials. The distribution of the remaining 300 sessions to the six streams mentioned in para 5.1 above, according to the weightages assigned therein, should be as follows:—

(a) Public Admn. and Social Admn.	75	
(b) Law	45	
(c) Management Techniques & Behavioural Sciences. .	60	
(d) Economics	60	
(e) Political Theory, Indian Constitution & Parliamentary Processes.	45	
(f) Indian History & Culture.	15	300
(g) Briefing for external visits and evaluation.	10	
(h) General lectures including meeting a few lectures on social and moral values.	10	
(i) The role of different services and inter-service problems and lectures by Heads of services.	20	
(j) Advances in science and technology and their impact on public administration.	10	50
		350

6.5. The Conference specifically emphasised that the contents of lectures on item (j) above should necessarily include topics like Conservation of Natural resources (renewable and non-renewable) and environmental planning.

6.6. The 50 sessions assigned for tutorials would give a ratio of 6 : 1 between the functional lectures and the tutorials. This is considered adequate in view of the increase in faculty strength that the group had recommended elsewhere.

6.7. The detailed syllabus under these six streams is enclosed as annexure 'A'. The emphasis on the various topics under each stream may, however, be left to the Academy to be worked out in the light of past experience and feed-back from probationers, both during the foundational course and afterwards.

6.8. As regards the syllabus for Economics, it was agreed that fresh suggestions from the Institute of Economic Growth would be considered before finally giving effect to the agreed syllabus.

6.9. While restructuring the syllabus for the foundational course, the Conference had not taken into account the role assigned by the Kothari Committee to the Foundational Course in the scheme of selection. If it is decided by the Government that the Foundational Course would also involve a component of selection and allotment to the services, the entire syllabus of the foundational course would have to be examined *de novo*. This matter could be taken up by the Conference of Heads of Central Training Institutions after the Kothari Committee report is officially received by it.

Staffing at the LBS National Academy of Administration.

7.0. The existing inadequacy of staff at the Academy has been brought into broad relief in the following recommendation of the Estimates Committee:

> "The Committee note that the existing academic staff in the Academy is inadequate to meet the increasing requirements. They understand that the need for additional academic staff in the Academy has already been agreed to in principle. The Committee see no reason why adequate staff could not be provided to the Academy. We would like this matter to be dealt with utmost expedition so that the staff is in position before the commencement of the foundational course for the next batch of officers. They would like to be informed of the progress made in this matter." (Para 6.126)

7.1. The Conference was convinced that proper staffing of the Academy was categorically imperative, in view of the role assigned to it by the Estimates Committee and reiterated by the Kothari Committee. The Academy has worked out the details of the requirements of directing and academic staff taking into account the revised foundational course syllabus and the consequent increased workload. The minimum increase in the number of staff required by the Academy, is at annexure 'B'. The Conference discussed in detail the criteria for arriving at this conclusion and is in complete agreement with the proposal and recommend its acceptance, as a pre-condition to the increase in the duration of the foundational course to six months.

7.2. The Conference was of the view that in a training institution staff-participants ratio should be 1 :10.

7.3. The thrust of the foundational course as envisaged by the Estimates Committee is as follows:

> "Every effort should be made to bring about improvements in their attitudes and understanding of the socio-economic conditions and development needs of the country. Substained effort should be made to inculcate in them habits of clean and unostentious living and of refraining from alcoholic drinks..... the understanding and aptitude developed by the probationers in resolving the problems of the common man should be carefully evaluated and given due weightage in their assessment." (Para 6.99 and 6.100).

7.4. The ratio of 1:10 is considered the minimum requirement to achieve these objectives and cannot be diluted further without peril to the objectives of the Foundational Course. The Conference noted that in the training institutions like Administrative Staff College of India and the Indian Institute of Management the staff participants ratio is much more favourable than 1:10. In the Administrative Staff College of India, the maximum number of trainees at a given point of time is 150 and the permanent faculty consists of 50 persons, thereby providing a ratio of 1:3. In the Indian Institute of Management, Ahmedabad, in 1972-73, there were 466 trainees and the strength of the faculty was 74, thus resulting a teacher-student ratio of about 1:6. In the Foundational Course where the attitudinal change is the primary objective, the training methodology has to be such as provides for close and personal attention to the needs of the trainees and emphasizes small group activities and tutorials. The emphasis on various co-curricular activities osutside the schedule class-room hours is something not insisted upon in institutions like, the ASCI and the IIM.

8.0. The Conference, however, would like to dwell briefly on the salient features of this staffing policy:—

(a) The faculties of the Academy should be as follows:—

1. Public Administration and Social Administration.
2. Management Techniques and Behavioural Sciences.
3. Law.
4. Economics.

5. Political Theory, Indian Constitution and Parliamentary Processes.

6. Indian History and Culture.

(b) The faculty should have an adequate mix from practising administrators broad banding as many services, as possible and from academic faculty consisting of Professors, Associate Professors and Readers.

9.0. The Conference recommended that pay scales of the academic faculty should correspond to UGC's scales of pay. The source of recruitment being the same for the Universities as well as the Training Institutions, the same scales of pay must be offered at the training institutions if the quality of man attracted to these posts is to be ensured. Incidentally, the UGC's scales of pay are in vogue in ASCI and in the IIM. Unless this parity of pay scales is maintained there will be no scope for migration of suitable personnel from the Universities, Public Sector Undertakings, the private sectors, etc. The Conference did not consider getting people on 'short term contracts' as practical because 'contract' personnel are not entitled to other benefits available to other government servants.

9.1. The Conference further recommended that all the posts of directing staff should have the flexibility of being filled up by the officers of the rank of Dy. Secretary (Rs. 1500—2000) or the Director (Rs. 2000—2250). The directing staff, in addition, should be paid a special pay of Rs. 250, so that the maximum of the scale of pay of directing staff *viz.* Rs. 2000—2250 could correspond to the maximum of the academic faculty *viz.* Rs. 1500—2500.

9.2. In this context the Conference recalled the recommendations of the Estimates Committee that:—

"it is of the utmost importance that the directorial and academic staff at the Academy is of high calibre who can impart training to the senior officers, participate in discussions with them and inspire respect for the erudition, grasp of administrative problems at various levels and ability. The Committee would, therefore, stress that really capable persons should be selected as directorial and academic staff of the Academy. The pay and allowances as also the facilities provided to them should be such as would attract the best talents. The Committee recommend that Mussoorie being a costlier place, special consideration should be given to the grant of additional

emoluments and facilities to the officers deputed to the Academy on directorial and academic assignments. Their emoluments should in no case be less attractive than those available to the teaching faculty in the Universities and Institutes of Management. The Committee have no doubt that Government would take all the aspects into account while taking decision on the proposals submitted by the Academy which are already under Government's examination".

10.0. The Conference further recommend generally that:

(1) The Academic staff in all the Central training institutions, should be given UGC's scales of pay.

(2) The posts which are to be filled up by the government servants on deputations should be made very attractive so that the best talents would be available to fill in such posts.

(3) The location of the training institutions in costlier places like Mussoorie and Simla should be given special consideration so that additional compensatory emoluments and facilities like free housing could be granted.

10.1. The Estimates Committee had also recommended that "with a view to attract to the Academy officers who have ability, competence and aptitude for imparting training and to enable the Academy to retain the services of such officers, a system of proforma promotion should be introduced so that the officer appointed to the Academy could be retained in the Academy for a length of time without affecting his chances of promotion under Government in the normal course" (para 6.128). The Conference attached great important to this recommendation as it could make for continuity in the working of the faculty.

10.2. The tenure of the academic staff should be 5 years with an option for renewal for one term by the mutual consent. The tenure of directing staff should be 3 years with an option for renewal for one term by mutual consent.

10.3. The Estimates Committee suggested (6.125) that by way of additional incentives and also to keep their knowledge uptodate, the teaching staff of the Academy should be accorded special consideration for undergoing advanced and specialised courses rele-

vant to the subject of their teaching in appropriate institutions in the country as well as abroad. After training, these officers should be required to spend a spell of time at the Academy where their newly acquired knowledge and experience should be utilized for training of other officers/probationers. The job specifications may specifically provide for this aspect. (In the Civil Service College, U.K. for instance, out of 44 working weeks in a year, the faculty devote time for training themselves for 6 weeks and Research Projects for 8 weeks leaving 30 weeks for effective working).

10.4. There should be a liberal provision of study leave, secondment to other institutions, etc. to provide continuous opportunities for self-renewal for the faculty both directing and academic.

10.5. The recruitment rules for all the posts (Directing and Academic) could be laid down by the Academy when it is conferred autonomous/semi-autonomous status and could be amended by them depending upon the exigencies, without remaining tied to the apron strings of the U.P.S.C. as at present.

11.0. The necessary supporting staff should be provided like a Sports Officer, a Registrar in charge of administration and examinations, adequate number of Medical Officers and para-medical staff, Research Assistants, a Programme Officer for In-service programmes, a Librarian of high calibre for Documentation Centre etc.

12.0. There should be common incentives like free furnished accommodation for and payment of winter allowance to all the faculty members to compensate for the high cost of living in Mussoorie particularly in winter. Libral provision of travelling allowances for two winter months—January and February—may also be made to enable winter sabbaticals, field work and collection of case studies for class room discussions etc.

13.0. The pay scales and the mix of the various grades in the Academic faculty should be kept flexible and left to be determined in each case by the Academy which should have autonomous status.

14.0. With reference to the staffing at the Academy, the Conference felt that if considered ncessary, a high Power Committee can be constituted to work out the Policy. This Committee could perhaps consist of representatives from the Department of Personnel & A.R., Ministry of Finance, LBS National Academy of Admini-

stration and an expert from an Institution of Management with a background of Public Administration. The Expert Member could bring to bear on the Committee's deliberations as objective view on the staffing Practices obtaining in similar management institutions in the country.

15.0. The Conference further recommended that all the criteria formulated with reference to the requirements of the Academy should apply with identical validity to other central training institutions also.

16.0. The Conference also discussed the proposal of the Administrative Staff College of India, Hyderabad, contained in the paper "Considerations in Continuing Education for Public Services" submitted to the Conference.

16.1. The crux of the proposal was that appropriate government authorities and the College could sit together and form a core group which would be a team of joint body of seasoned public administrators and academicians. The practitioners could be either from the top levels of the governments who have just retired and who have interest and experience in teaching or similar working public servants who could come over for a period of not less than 3 years. The academicians would have to be offered similar tenure. Thus the core group could develop on-going programmes on a long term basis on general management to the senior administrators in government.

16.2. Some of the members of the Conference, however, felt that it would be difficult to design a programme which would be of equal benefit to members of all the services in government as their requirements are varied.

16.3. After careful discussion, the Conference generally supported the proposal. But it recommended that a beginning should be made through a pilot project on the lines proposed. The Administrative Staff College of India should make a formal proposal to the government. The progress of the project could be reviewed from time to time in the Conferencs. It was the understanding of the Conference that the Courses to be run under this programme would be cheaper than those normally run by the Administrative Staff College of India, Hyderabad.

ANNEXURE 'A'

Public Administration

	No. of sessions
(a) *Concepts of Public Administration*	
(i) Essentials of Administration	5
(ii) Organisational Theory	2
(iii) Organisational structure of the Govt. of India	2
(iv) Organisational structure of State Govts. including district and local admn.	2
(v) Delegation and decentralisation	1
(vi) Administrative responsibility and accountability	2
(vii) Administrative ethics and Administrative vigilance	3
(viii) Bureaucracy and its role in development	2
(ix) Redressal of public grievances	2
(b) *Personal Administration*	
(i) Man Power planning and career development	2
(ii) Performance evaluation	1
(iii) Disciplinary procedures in government	4
(iv) Staff relations and staff welfare.	2
(v) Human relations in administration	4
(c) *Financial Administration.*	
(i) Govt. budgeting and budgetary procedure	2
(ii) Role of audit in administration	2
(iii) Concept of Performance budgeting	1
(d) *Office Management*	
(i) Office procedure and office lay out	3
(ii) Drafting, noting, reporting and Conference technique	4
(e) *Public Relations.*	
(i) Function & operation of communication in Society	2
(ii) Assessment of public opinion and popular attitudes.	1
(iii) Relevance of communication to social and economic change	1
(iv) Effective speaking	2

Social Administration

1. Concept of Social system and sub-systems.
2. Caste, class and social stratification.
3. Social Processes and socialisation.
4. Social institutions, marriage, family, etc.
5. Social change including urbanisation/modernisation and social development—Role of Civil Services therein.
6. People's participation in Development Programmes.
7. Social disorganisation and social problems.
8. Social Reform movements and social legislation.
9. Evolution of social welfare in India and administration of social welfare institutions.
10. Trends in social welfare and methods and techniques of social work.
11. Welfare of the weaker sections especially scheduled castes and scheduled tribes.
12. Educational policy.

Management Techniques and Behavioural Sciences

(a) Management Process.
(b) Management Techniques.

1. Accounting for Administration.

(i) Interpretation and use of accounting statements.

(ii) Glossary of Financial and Accounting terms.

2. *Managerial Economics*:

(i) Use of accounting techniques as aids in Management including an introduction to costing systems.

(ii) Appraisal of capital projects and capital Budgeting, DCF and the time value of money, opportunity costs.

(iii) An acquaintance with cost benefit, analysis, including concepts like social rate of return etc.

3. *Statistical aids in decision-making*

The importance of numeracy—how accurate should be? Errors and the normal distribution. Techniques of data presentation. Measures of central tendency and disperson. The best estimate and sample of large numbers—probability—probability distributions like poisson and Binomial Distributions Correlation and Linear Regression.

4. Management Information systems.

Essentials of a systems approach and the Management Information System. The architecture of the computer the hardware and soft-ware components.

5. The bar chart and the network for planning under conditions of uncertainty. PERT and other probabilities network systems.

6. Aspects of O & M work study and ergonomics.

7. Basic concepts like MBO, ABC analysis, OR etc.

8. Programme Management and Evaluation.

(c) *Behavioural Sciences.*

(A) *Effective Management with people*:

(i) Motivation and personality.

(ii) Motivation: Management Policies and Practices.

(ii) Motivation: Management Policies and Practices.

(iv) Groups and their leadership.

(v) Groups persons and personal conflict, Psychology and interpersonal behaviour.

(vi) Individuals, Groups and enterprises as open system, Analysis of Leadership Processes.

(vii) Management of change in a socio-technical systems.

(viii) Communication.

(B) *Transactional analysis*:

Political Theory, Constitution of India and Parliamentary Process:

POLITICAL THEORY	*No. of lectures*
TOPICS	
1. State	1
2. State and the individual-rights and obligations.	2
3. Sovereignty and Separation of powers.	2
4. Forms of Government	2
5. Liberty and Equality.	2
6. Modern Political Ideologies—Democracy, Socialism, Communism and Facism.	5
7. Changing nature of Politics—Constitutional Approach, Agitational Approach and Violent Approach, Parliamentary Institutions.	2
8. Political Foundations of Law	1
9. India's Foreign Policy	3

II. *CONSTITUTION OF INDIA AND PARLIAMENTARY PROCESS*

1. Basic features of Indian Constitution-democracy, dignity of the individuals, secularism, socialism and unity of the country.	3
2. Nature of Indian Federation and Emergency Provisions.	2
3. Constitutional Amendments	1
4. Fundamental rights and duties of the citizens.	5
5. Directive Principles of State Policy	1
6. Union Executive, Legislature and Judiciary—Organisation, Powers, functions and inter-relations.	4
7. Legislative Procedure, Parliamentary privileges and Officers of the Parliament.	3
8. State Executive, Legislature and Judiciary.	1
9. Union State relations.	1
10. Services under the Constitution—Public Service Commissions.	2
11. Special Provisions for weaker sections of Society	1
12. Comptroller and Auditor General of India and Chief Election Commissioner	1
Total number of lectures	25

LAW

	No. of Sessions
1. Administrative Law (including the writ jurisdiction of High Courts)	5
2. General Principles of Law of Contract	4
3. General Principles of Law of Tort (including the Govt. liabilities for the tortious acts of its servants)	4
4. Rights and duties.	2
5. Crime and Punishments (including offences relating to corruption).	5
6. Procedures in Courts (C.P.C., Cr. P. C. Evidence and Contempt of Court)	8
7. Labour Laws.	4
8. Law as Instrument of Social Change (including the Principles of Social Justice)	4
9. Laws for Weaker Sections of Society	4
10. Delegated Legislation.	2
11. Laws relating to economic offences.	3

ECONOMICS

	Lectures
1. *Micro Economics*	3
2. *Micro Economics*	3
3. *Indian Economic Thoughts*	2

4. *National Income* . . . . . .

—Concepts

—Methods of Estimation

—Problems of National Income

—Estimation in India

5. *Economic Development* . . . . . .

—Meaning of Economic Development

—Economic Growth and Economic Development

—Characteristics of under-developed countries

—Obstacles to Economic Development

—Determinants of Economic Development

—Economic and non-economic factors

—Growth Theories

6. *Indian Planning* . . . . . .

—Economic History before the Planning era

—Objectives

—Perspective Planning

—Strategies of Five Year Plans

—Machinery of Planning

—Multilevel Planning

—Salient features of the current 5 year-plan

—Critical Assessment of the Planning in India

7. *Instruments of Economic Policy with special reference to India* .

(i) Fiscal Policy

—Role and objectives

—Taxation, Expenditure and Public borrowing

—Deficit Financing

—External Resources

—Centre and State Financial Relations in India

—Analysis of the Current Budget

	No. of Lectures
(ii) *Monetary Policy*	7
—Role and objectives of Indian Monetary System	
—Functions of the Reserve Bank	
—Commercial Banks and creation of credits	
—Instruments of Monetary Control and credit Regulations	
(iii) *Price Policy*	3
—Historical Perspective,	
—Basic Features,	
—Inflation and Deflation,	
—Price Control,	
—Price Administration,	
(iv) *Agricultural Policy*	3
—Agricultural development,	
—Evolution of agricultural policy,	
—Agricultural research,	
—Input Supply,	
—Agricultural Extension,	
—Community development	
—Agricultural Price Policy.	
(v) *Rural Development*	3
—Problem	
—Strategy	
—Animal Husbandry, Poultry, Fishery and other allied developments	
—Rural Industrialisation including Khadi and village industries,	
—Rural Employment Programme,	
—Economic and Welfare programmes for weaker sections like agrsmene tural labour, artisans, scheduled castes and scheduled tribes	
(vi) *Food Policy*	2
—Objectives,	
—Foodgrains Prices,	
—Procurement and Distribution,	
—Buffer Stocks,	
—Food Zones	

	No of Lectures
(vii) *Industrial Policy*	4
—Role and objectives,	
—Industrial Development including Small Scale Industries and Agro-Industries,	
—Public Sector Undertakings	
—Industrial Policy Resolution of 1956	
—Licensing Policy	
—Monopoly Control	
—Changes in Industrial Policy	
(viii) *Labour Policy*	3
—Role and objectives,	
—Wage and employment policy,	
—Industrial Relations,	
—Social Security,	
—Trade Unions,	
—Workers Participation in management,	
—Labour Administration,	
(ix) *Population Policy*	2
—Population Problem,	
—Theoretical considerations	
—Evolution of Population Policy for India,	
—Re-appraisal,	
(x) *Transport Policy*	2
—State of transport development,	
—Economics of rail versus road transport,	
—Transport Policy,	
—Railway Finance-	
(xi) *Energy Policy*	2
—Energy Resources of India	
—Energy Development Programmes	
—Energy Policy	

	No of Lectures
(xii) *Trade and International Economics Cooperation*	3
—Export and Import Trends	
—Balance of Payment	
—Trade and Aid	
—International Economic Cooperation	
—Role of International Agencies	
—Govt. to Govt. Aid	
—Current import and Exports Policy	
(xiii) *Economic Policies*	1
—Inter-relations of various Policies	
—Need for consistency	

Indian History & Culture

Topics	*No. of lecture*
1. Outline of the Political History of India : 6th Century B.C. to 1947 . .	5
2. The Harappa Culture and the Proto-History of Sub-Continent (upto app. : 6th century B.C.)	1
3. Social and Economic History . . .	2
(*i*) upto 13th century A.D. . .	
(*ii*) from 13th century A.D. to 18th century A.D.	
4. Administrative Institutions	1
(*i*) Mughal Period	
(*ii*) British Period	
5. Cultural History . . .	3
(*i*) Evolution of Religion .	
(*ii*) Literature and the Arts.	
6. The Rise and Development of Colonialism and Imperialism in India .	1
(*i*) upto 1857	
(*ii*) from 1857	
7. The Freedom Movement	2
(*i*) upto 1920	
(*ii*) 1920—1947	
(*iii*) Post 1947	
TOTAL	15

ANNEXURE 'B'

STATEMENT INDICATING PRESENT AND PROPOSED STAFF STRENGTH

	Academic staff faculty	Professors		Associate Professor/Reader		Research Officers	
		Present	Proposed	Present	Proposed	Present	Proposed
1	Management, Techniques and Behavioural Sciences	..	1+1		1	..	1
2	Public Administration and Social Administration	3	2+1		..	2	1
3	Economics	3	3		2	2	2
4	Law	3	3			..	1
5	Political Theory, Constitutional and Parliamentary Processes	1	1		2	1	
6	Indian History & Culture	1	1				
						Instructors	
7	Languages	1	1	..	3	9	12

NOTE.—Members of the Directing staff would be taking 45% of the classes in Management Techniques & Behavioural Sciences as well as Public Administration. It is proposed to increase the strength of Deputy Directors from 5 [3 Dy. Directors (Senior) and 2 Dy. Directors] to 8 [4 Dy. Directors (Senior) and 4 Dy. Directors], keeping in view the fact that the daily teaching work load of the Directing Staff should be 2-1/2 hours.

APPENDIX XIV

(*vide* Recommendation No. 113—Para 8.29)

No. 8—18/76-AIS

Government of India

Ministry of Agriculture & Irrigation

(Department of Agriculture)

New Delhi dated the 20th July, 1976.

To

The Chief Secretaries of all State Governments.

SUBJECT:—Recommendation No. 113 of the Report of the Estimates Committee (1975-76)—Service conditions of Indian Forest Service officers on deputation as teaching staff in the Forest Research Institute & Colleges—Implementation of.

Sir,

I am directed to invite your attention to Recommendation No. 113 (para No. 8.29) of the 89th Report of the Estimates Committee (1975-76) on Recruitment, Training and Orientation of All India Services, which is reproduced below:—

"The Committee note that the teaching staff of the Academy is mostly on deputation from the Indian Forest Service. The Committee feel that the service conditions and facilities attached to posts in the Academy should be such as to attract to the Academy qualified and able public servants. Further, the teaching staff of the Academy should not have the feeling that their promotion prospects under Government would be adversely affected if they continue to remain in the Academy and their interests should be fully protected during their attachment to the college. In fact, a spell at the Academy should be reckoned as a special qualification for promotion to higher ranks and for nomination to advanced training in forestry. The Committee also suggest the introduction in the Academy of a system of proforma promotion so that an officer serving the Academy could be retained in the Academy for a

length of time, without affecting his chances of promotion under Government in the normal course."

2. The Government of India have carefully considered this recommendation of the Estimates Committee. The Third Pay Commission has already considered the question of pay and allowances and other service conditions of the officers including those officers who are on deputation with the Forest Research Institute & Colleges and the Commission's recommendations have been accepted by the Government. A special pay commensurate with the status and responsibilities of the post is sanctioned to every Indian Forest Service Officer holding such posts. Efforts are also already being made to fill up the instructional posts by appointing qualified and able officers on deputation. Similarly, there is also an in-built system of taking the performance record of the officers and the experience acquired by them in specialised fields while considering them for promotions in the super-time scale which are made on the basis of merit with due regard to seniority as per the provisions of Rule 3(2) of the Indian Forest Service (Pay) Rules, 1968. These aspects of the recommendations of the Estimates Committee are, therefore, already taken care of in the existing system.

3. The Government of India are, however, anxious that the service interests of the officers are protected while on deputation with the Forest Research Institute & Colleges and that they should not have any feeling that their promotion prospects in the cadres would be adversely affected if they continue to remain on deputation with the Forest Research Institute & Colleges. I am, therefore, to request you to kindly ensure that no officer of the Indian Forest Service in the zone of promotion is overlooked for the mere reason that he is away on deputation with the Forest Research Institute & Colleges, while making promotions in the Cadre.

4. The Government of India have also carefully considered the question of proforma promotion suggested by the Committee. Proforma promotion under the 'Next Below Rule' is to be made in the Cadre from which the officer is on deputation and not in the Institution where he is serving on deputation. The Department of Personnel & Administrative Reforms has issued instructions governing 'proforma promotion' to supertime scale *vide* their letter No. 20018/1/75-AIS(II), dated 17-3-75 (copy enclosed). Similarly, that Department has laid down the guidelines for promotion to senior scale *vide* their letter No. 3/7/72-AIS(IV), dated 24-9-1973 (read with the Ministry of Home Affairs letter No. 1/191/63-AIS(II), dated 21-12-

1963) (copy enclosed). I am to request that these instructions and guidelines may be kept in view while considering the promotion of the officers of the Indian Forest Service, on deputation to Forest Research Institute & Colleges, in their own Cadre.

5. This letter issues in consultation with the Department of Personnel and Administrative Reforms.

Yours faithfully,
(S. K. SETH)
Inspector General of Forests and
Ex-officio Additional Secretary to
the Government of India.

COPY

No. 20018/1/75-AIS(II)
Government of India/Bharat Sarkar
Cabinet Secretariat/Mantrimandal Sachivalaya
Department of Personnel and Administrative Reforms
(Karmik our Prashasanik Sudhar Vibhag)
New Delhi-110001, the 17th March, 1975.

To

1. The Chief Secretary to the Government of Each State.

2. All the Accountants General (including the Accountant General, Central Revenues, New Delhi and Accountant General, Commerce, Works and Miscellaneous, New Delhi).

SUBJECT:—*All India Service (Pay) Rules—Regulation of pay on appointment to a post in the supertime scale—counting of service rendered in an ex-cadre post.*

Sir,

I am directed to say that the Government of India have been considering the question of reckoning the service rendered in an ex-cadre post by a member of an All India Service for the purpose of fixation of his initial pay and for increments in the supertime scale if, on reversion, he is appointed to a post in the supertime scale in the cadre. The matter has been examined carefully and it has been decided that although, as a matter of policy, the benefit of Next Below Rule is not admissible to an officer of the Indian Administrative Service in the super-time scale, yet when an officer has been granted proforma promotion to the supertime scale by the

State Government, the service rendered by the officer from the date of such promotion, will count for the purpose of fixation of initial pay, on reversion to the parent cadre, and also for the purpose of increments, if he is appointed to a supertime scale post in the cadre. Keeping this in view, the State Governments may grant the proforma promotion to the eligible officers subject to the following conditions being satisfied:—

(a) the member of the All India Service concerned should have been approved by the State Government for appointment to the supertime scale during the relevant period;

(b) all his seniors (excluding those considered unfit) should have started drawing pay in the supertime scale on or before the date from which the proforma promotion is sought to be granted to him;

(c) the junior next below the officer concerned (or, if that officer has been passed over by reason of inefficiency or insuitability or because he is on leave or serving outside the ordinary line or foregoes promotion of his own volition to that grade, the officer next junior to him not so passed over) should also have started drawing pay in the super-time scale from that date and his appointment thereto not being fortuitous; and

(d) the benefit should be allowed on one for one basis.

2. This issues with the concurrence of the Ministry of Finance, *vide* their U.O. No. 1726, EIII(A)/75 dated the 12th March, 1975.

Yours faithfully,

Sd/-

S. HABEEBULLAH

Under Secretary to the Govt. of India.

No. 3/7/72-AIS(IV)

Bharat Sarkar/Government of India

Mantrimandal Sachivalaya/Cabinet Secretariat

(Karmik Aur Prashasanik Sudhar Vibhag)

Department of Personnel & Administrative Reforms

New Delhi, the 24th September, 1973.

To

The Chief Secretaries of all the
State Governments.

SUBJECT:—*Indian Forest Service—Promotion of direct recruits from the junior time scale to the senior time scale—Prescribing a minimum length of service for the purpose.*

Sir,

I am directed to say that it has been observed that no uniform policy is being followed by the various State Governments in the matter of promotion of the direct recruits to the Indian Forest Service from the junior time scale to the posts in the senior time scale of the Service. Cases have come to the notice of the Government of India where some State Governments had appointed the direct recruits in the junior time scale to hold charge of the senior duty posts even during the period of probation. While there is no objection to a direct recruit being appointed to the post in the senior time scale before his confirmation in the Service, he would continue to draw pay in the junior time scale as a probationer because his salary during the period of probation shall be regulated under the Indian Forest Service (Probation) Rules. The special provision in Probation Rules would prevail over the other general provisions in the other rules, including the Indian Forest Service (Pay) Rules, 1968 so long as a person remains on probation. On this principle, a probationer, if appointed to a post included in Schedule III to the Indian Forest Service (Pay) Rules, 1968, would not get anything more than what he is entitled to as a probationer because his status as a probationer is not in any way affected by the post he holds from time to time during the period of probation. In this connection attention is also invited to the Ministry of Home Affairs letter No. 22/2/70-AIS(III) dated the 14th April, 1970 (copy enclosed).

2. At present no minimum length of service in the junior time scale is prescribed for purposes of consideration of direct recruits in the junior time scale for promotion to the senior time scale in the Indian Forest Service. However in the case of direct recruits to the Indian Administrative Service and Indian Police Service the convention is to consider them for appointment to the posts in the senior scale on completion of a minimum of four years service in the junior time scale. With a view to ensuring that all the State Governments follow a uniform policy in this regard in respect of direct recruits to the Indian Forest Service also, the matter has been considered by the Government of India in consultation with the Union Public Service Commission. It has been decided that in order to determine the suitability of the direct recruits to the Indian Forest Service for promotion to posts in the senior time scale, their work and performance should be watched for a period of at least

two years after they have completed successfully the period of probation of three years. In other words, the direct recruits to the Indian Forest Service may be considered for promotion to senior time scale on completion of five years of service including the period of their training.

3. I am to request that the above instructions may kindly be brought to the notice of the authorities concerned for their guidance and necessary action.

Yours faithfully,

Sd/-

M. R. BHARDWAJ

Under Secretary to the Govt. of India.

No. 3/7/72-AIS(IV) Dated the 24th September, 1973.

Copy with five spare copies forwarded for information and necessary action to the Department of Agriculture (AIS Section), New Delhi.

Copy forwarded to the Secretary, Union Public Service Commission, New Delhi with reference to his letter No. F. 1/39/73-SII dated the 18th July, 1973.

Sd/-

M. R. BHARDWAJ

Under Secretary to the Govt. of India.

COPY

No. 22/2/70-AIS(III)

GOVERNMENT OF INDIA

MINISTRY OF HOME AFFAIRS

To

The Chief Secretaries of all the
State Governments.

New Delhi-1, dated the 14th April, 1970
24th Chaitra, 1892.

SUBJECT:—*All India Services—Probationers—Pay entitlement when appointed to a cadre post.*

Sir,

I am directed to say that a doubt has been raised whether an I.P.S. probationer on appointment to one of the posts specified in

Schedule III to the I.P.S. (Pay) Rules, 1954 can be allowed to draw the pay indicated for the post in the said Schedule.

2. The I.P.S. (Probation) Rules, 1954, deal with all matters in relation to the I.P.S. probationers to the extent specified therein. Salary during the period of probation is one of the matters provided for in these Rules. The special provision in the Probation Rules would prevail over the other general provisions in the other rules, including the IPS (Pay) Rules, 1954 so long as a person is on probation. On this principle, a probationer, if appointed to a post in a post included in Schedule III to the IPS (Pay) Rules, 1954, would not get anything more than what he is entitled to as a probationer because his status as a probationer is not in any way affected by the post which he holds from time to time.

3. This applies to the Indian Administrative Service and the Indian Forest Service also.

Yours faithfully,

Sd/-

B. NARASIMHAN

Under Secretary to the Govt. of India.

No. 1/191/63-AIS(II)

GOVERNMENT OF INDIA
CABINET SECRETARIAT
MINISTRY OF HOME AFFAIRS

From

Shri K. S. N. Murthy,
Under Secretary to the Govt. of India.

To

The Chief Secretaries of all the State Govts.

New Delhi-11, the 21st December, 1963.

SUBJECT:—*I.A.S. Selection Grade—Grant of selection grade pay to officers on deputation to the Govt. of India under 'Next below rule'—Procedure to be followed regarding—*

Sir,

I am directed to invite your attention to this Ministry's letter No. 1/170/63-AIS(II), dated the 17th October, 1963 on the above subject, and to say that some doubts have been raised about the certi-

ficates to be given by the State Governments while suggesting regulation of pay of IAS officers in the selection grade under the 'next below rule'. I am, therefore, to clarify that in suggesting regulation of pay in the selection grade under 'next below rule' the State Government should invariably issue formal orders according to proforma officiating promotion to the officer concerned to the selection grade and certify that:—

(i) all the officers senior to the officer concerned (excluding those considered unfit) have started drawing pay in the selection grade on or before the date from which the selection grade pay is sought to be granted to him;

(ii) the junior next below the officer concerned (or if that officer has been passed over by reason of inefficiency or unsuitability or because he is on leave or serving outside the ordinary line or forgoes officiating promotion of his own volition to that grade the officer next junior to him not so passed over) has also started drawing pay in the selection grade from that date—and his appointment to the selection grade is not fortuitous.

(iii) the benefit of 'next below rule' is being allowed on 'one for one' basis.

2. Normally, the benefit of higher pay under the 'next below rule' is allowed for a period not exceeding six months. The Government of India have, however, decided that the above mentioned limit of six months shall not be applied in the case of grant of selection grade pay to IAS officers, who while serving under the Central Government become eligible to draw Selection Grade pay in an officiating capacity in their parent cadre under the 'next below rule'.

3. This issues in consultation with the Ministry of Finance for Govt. of Punjab only. This disposes of your endorsement No. 8777-A.I.S. 63/4132-A, dt. the 12th November, 1963.

Sd/-

H. S. N. MURTHY

Under Secretary to the Govt. of India.

APPENDIX XV

(*Vide* Recommendation No. 16—Para 1.54)

Copy of D.O. letter No. 28013/15/76-AIS(I) dated 20th July, 1976 from Joint Secretary to Chief Secretaries of all State Governments.

The Estimates Committee of the Lok Sabha while examining the aspects of Recruitment, Training and Orientation of the All-India Services, have in its 89th Report presented to the Lok Sabha on 5-2-76 *inter alia* made the following suggestion:

> "The Committee suggest that there should be at least one model Higher Secondary School in every district and one or more model Colleges in every State which may provide the necessary facilities and atmosphere for development of excellence in the students and equip them to compete successfully in the All India Services."

2. As you are, no doubt, aware, a combined competitive examination is held annually by the Union Public Service Commission for recruitment to the Indian Administrative Service, Indian Police Service and various other allied Central Class I and Class II Services. Recruitment to the Indian Forest Service is made through a separate examination conducted annually by the Commission. The scheme of these examination comprises a written e amination in compulsory and optional subjects followed by a Perso ality Test of the candidates who qualify the written part of the e aminations, Educationally, a graduate of a recognised University is eligible to take IAS etc. examination and a science graduate is eligible to take the examination for recruitment to IFS.

3. Since as per List II in the Seventh Schedule to the Constitution, Education is a State subject, the aforesaid suggestion of the Estimates Committee is brought to your notice for consideration.

APPENDIX XVI

(*Vide* Recommendation No. 105 Para 7.38)

Sl.No.	Name of the Course	Venue	Duration of the Course
1	Training in the field of Traffic Police Administration	Japan	40 days
2	Training in the field of Administration of Criminal Justice	Japan	3 months
3	Training facilities in the field of police administration	Australia	8 weeks
4	Senior Overseas Command Course at the Police College, Bramshill	U. K.	17 weeks
5	Principles & Techniques of organisation and administration	U.K.	3 months
6	Training in the field of public administration training methodology	Manchester U.K.	9 months
7	International Training Course for staff training officers	Australia	13 weeks
8	Advanced Level Course	Australian Administrative Staff College at Mt. Eliza, Victoria	2 months
9	Training in the field of Planning and Research for crime prevention	Japan	45 days
10	Visiting Fellowship at the Queen Elizabeth House, Oxford, U.K.	Oxford U.K.	One academic year
11	Training in the field of O&M and Job Evaluation	Govt. of U.K.	Two and a half month
12	Training in the field of treatment of offenders	Japan	3 months
13	Training in the field of planning services for the offender in the community	U.K.	3 months.
14	Course in Advanced Public Services Management	Royal Institute of Public Administration, U.K.	3 months
15	Roles and functions of the Police in changing Society	Japan	8 weeks

APPENDIX XVII

(*Vide* Recommendation No. 82—Para 6.124)

No. 11030/4/76-Trg. II dated 13-10-1976

RESOLUTION

Government of India have decided to constitute a Committee to examine and submit its report to Government on the following matters arising out of the recommendations of the Estimates Committee in its Eightyninth Report (Fifth Lok Sabha) on 'Recruitment, Training and Organisation of All India Services, and the Chief Secretaries' Conference held in May, 1976, and Conference of Heads of Central Training Institutions held in April, 1976:—

(a) Constitution of the Lal Bahadur Shastri National Academy of Administration into an autonomous or semi-autonomous unit;

(b) Strengthening the staff and ancillary facilities of the Academy for reorganisation of the Foundational Training Courses for All India and Central Services Group 'A' (Both technical and non-technical) according to the recommendations of the Estimates Committee;

(c) Requirement of land and buildings for the short and long term needs of the Academy.

(d) Arrangements for inservice training programme for officers of the Indian Administrative Service.

2. The Composition of the Committee would be as follows:—

1.	S/Shri R. N. Haldipur	Director, I.I.P.A., New Delhi.
2.	J. P. Das	Joint Secretary (Pers) Ministry of Finance.
3.	Mir Nasrullah	Joint Secretary. Ministry of Works and Housing.
4.	H. S. Dubey	Joint Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie.
5.	S. S. Bisen	Joint Secretary (Training), Department of Personnel and Administrative Reforms (Convener).

3. Secretariat assistance, as may be required by the Committee, will be provided by the Department of Personnel (Training Division) of the Cabinet Secretariat.

4. The Committee will submit its report within six months of the date of issue of this Resolution.

5. For any visit made to Mussoorie in connection with the work of the Committee, Travelling and Daily Allowance for Shri R. N. Haldipur will be regulated under Ministry of Finance (Department of Expenditure) O.M. No. F. 6(26) E. IV/59 dated 5 September, 1960, as amended from time to time. The expenditure will be debited to Major Head "252" C-Secretariat General Services, C. 1 Secretariat, C. 1(1)-Personnel Wing Sub-Head, C. 1(1)(4)-Travel Expenses under Grant No. 51-Department of Personnel and A. R. for the year 1976-77. The other members will draw TA & DA from their own Departmental Budgets.

Sd/-
(S. S. BISEN)
Joint Secretary to the Govt. of India.

ORDER

Ordered that this Resolution be communicated to the Ministry of Finance (Deptt. of Expenditure), Ministry of Works and Housing, Prime Minister's Secretariat, Parliament Secretariat and Private and Military Secretaries to the President.

Sd/-
(S. S. BISEN)
Joint Secretary to the Govt. of India.

APPENDIX XVIII

(*Vide* Introduction to Report)

Analysis of the action taken by Government on the recommendations contained in the 89th Report of Estimates Committee (Fifth Lok Sabha).

I.	Total number of recommendations	119
II.	Recommendations of which have been accepted by Government *vide* Recommendation Nos. 2, 4, 5, 10, 14, 17, 26, 27, 30, 40, 41, 42, 48, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 66, 67, 68, 69, 70, 71, 73, 74, 76, 77, 78, 79, 80, 81, 83, 84, 85, 86, 88, 89, 90, 91, 92, 93, 94, 96, 97, 98, 99, 100, 101, 102, 103, 104, 106, 108, 109, 111, 114, 115, 117 and 118.	
	Number	68
	Percentage	57·2%
III.	Recommendations which the Committee do not desire to pursue in view of the Government's replies *vide* Recommendation Nos. 1, 6, 12, 18, 21, 43, 51, 72, 75, 87, 95, 107, 110, 113, and 116.	
	Number	15
	Percentage	12·6%
IV.	Recommendations in which replies of Government have not been accepted by the Committee *vide* Recommendation Nos. 16, 47, 50, 65, 105, and 119.)	
	Number	6
	Percentage	5%
V.	Recommendations in respect of final replies of the Government are still awaited. *vide* Recommendations Nos. 3, 7, 8, 9, 11, 13, 15, 19, 20, 22, 23, 24, 25, 28, 29, 31, 32, 33, 34, 35, 36, 37, 38, 39, 44, 45, 46, 48, 82, and 112.	
	Number	30
	Percentage	25·2%

GMGIPMND—L—2715LS—18-3-78—1050.